FEBRUARY, 1961
2s. 3d.

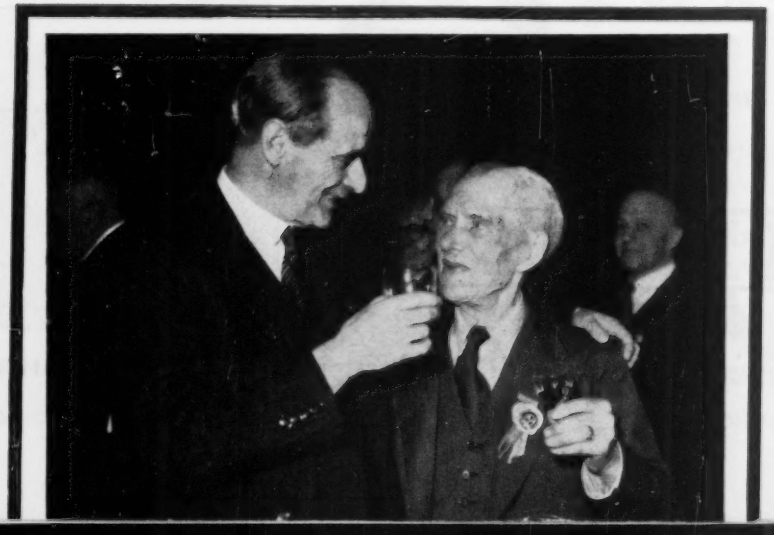
Films get over training for expansion

Personnel Management and Methods

Maturity course for apprentices

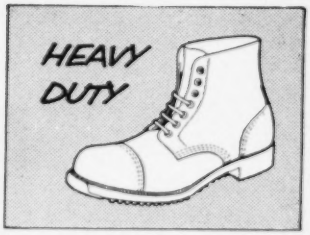
Thinking past the pay-packet

Induct to promotion ladders

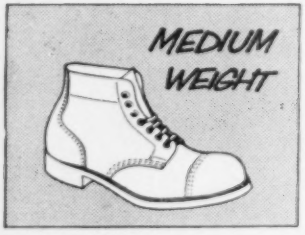


Retirement plans: case for prompt action

TOTECTORS



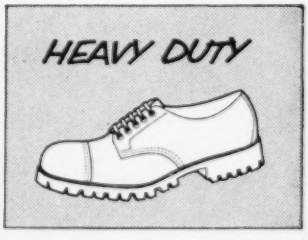
All comply with B.S. 1870.



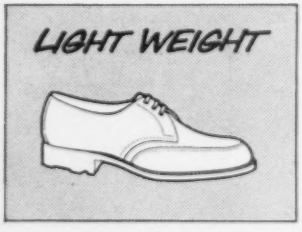
TOTECTORS

£1,000 free insurance covers all men's lines.

TOTECTORS



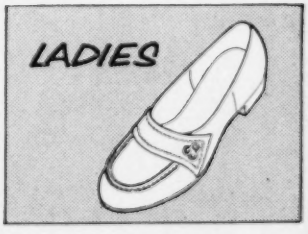
Are indistinguishable from ordinary footwear.



TOTECTORS

Are also available in smart styles for women.

TOTECTORS



The pioneers of safety footwear.

WILKINS & DENTON LIMITED · TOTECTOR HOUSE · RUSHDEN · NORTHAMPTONSHIRE

Personnel Management and Methods

SELECTION · TRAINING · COMMUNICATION · INCENTIVES · WELFARE · SAFETY · LAW · CATERING · EQUIPMENT

February, 1961

3 *News and Comment* — COLIN BALFOUR

7 *Personnel Management in Practice*

20 *Twenty-one willing executives for this training project* — JOHN SAMSON

23 *Late life extra* — R. D. MOORE
Case for a retirement policy

24 *'Know-how' on tap* — O. T. CURTIS
Film library helps firm to expand

27 *How to grow supervisors* — DISCUSSION LEADER
Developing subordinates by delegation

28 *A top job for you* — OWEN LLOYD
Induction booklets cultivate ambition

32 *Satisfaction does not come on Fridays* — PETER WRIGHT
Catering staff think past the pay-packet

35 *Midland Catering Exhibition Pre-view*

News and Readers' Service

2 PERSONNEL APPOINTMENTS
11 LETTERS TO THE EDITOR
13 BOOKSHELF
31 RIGHT SIDE OF THE LAW
36 EQUIPMENT MARKET
50 MANAGEMENT DIARY
51 Readers' Enquiry Service
53 ADVERTISERS' INDEX AND CLASSIFIED GUIDE

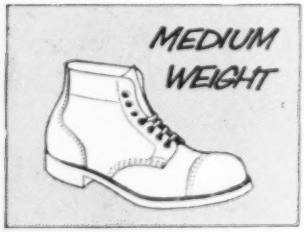
Advertisements, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1 (Waterloo 3388). Post free subscription for 12 issues: United Kingdom and Eire, 30s.; U.S.A., $4.50; Canada $4.25. All other countries, 30s., or local currency equivalent.

© 1961, Shaw Publishing Co. Ltd.

CHANGE OF SUBSCRIBER'S ADDRESS. Please inform the Publishers six clear weeks in advance and include present address as well as new address required.

TOTECTORS

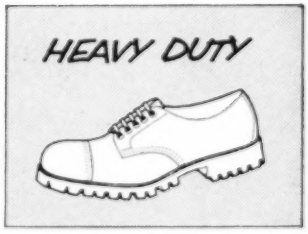
All comply with B.S. 1870.



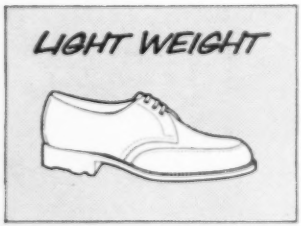
TOTECTORS

£1,000 free insurance covers all men's lines.

TOTECTORS



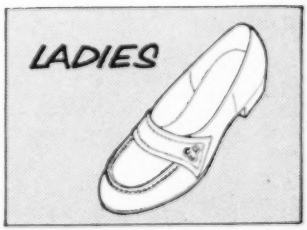
Are indistinguishable from ordinary footwear.



TOTECTORS

Are also available in smart styles for women.

TOTECTORS



The pioneers of safety footwear.

WILKINS & DENTON LIMITED · TOTECTOR HOUSE · RUSHDEN · NORTHAMPTONSHIRE

Personnel Management and Methods

SELECTION · TRAINING · COMMUNICATION · INCENTIVES · WELFARE · SAFETY · LAW · CATERING · EQUIPMENT

February, 1961

3 *News and Comment* — COLIN BALFOUR

7 *Personnel Management in Practice*

20 *Twenty-one willing executives for this training project* — JOHN SAMSON

23 *Late life extra* — R. D. MOORE

Case for a retirement policy

24 *'Know-how' on tap* — D. T. CURTIS

Film library helps firm to expand

27 *How to grow supervisors* — DISCUSSION LEADER

Developing subordinates by delegation

28 *A top job for you* — OWEN LLOYD

Induction booklets cultivate ambition

32 *Satisfaction does not come on Fridays* — PETER WRIGHT

Catering staff think past the pay-packet

35 *Midland Catering Exhibition Pre-view*

News and Readers' Service

2 PERSONNEL APPOINTMENTS
11 LETTERS TO THE EDITOR
13 BOOKSHELF
31 RIGHT SIDE OF THE LAW
36 EQUIPMENT MARKET
50 MANAGEMENT DIARY
51 Readers' Enquiry Service
53 ADVERTISERS' INDEX AND CLASSIFIED GUIDE

Advertisements, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1 (Waterloo 3388). Post free subscription for 12 issues: United Kingdom and Eire, 30s.; U.S.A., $4.50; Canada $4.25. All other countries, 30s., or local currency equivalent.

© 1961, Shaw Publishing Co. Ltd.

CHANGE OF SUBSCRIBER'S ADDRESS. Please inform the Publishers six clear weeks in advance and include present address as well as new address required.

PERSONNEL APPOINTMENTS

Industrial Training Appointment

HENRY WIGGIN & COMPANY LIMITED

Applications are invited from Graduates (preferably in Metallurgy) 25-35 years of age, for the position of

ASSISTANT TO THE EDUCATION & TRAINING OFFICER

The administrative duties will include Operator, Apprentice, Graduate and Supervisory Training within a modern and expanding Works at Hereford. Some experience of industry is desirable, together with a genuine interest in people. Salary according to qualifications and experience.

The Company provides excellent canteen, recreational and other welfare facilities, and operates generous non-contributory pension and life assurance schemes.

Applications should be made in writing, giving full details, to The Personnel Manager, Henry Wiggin & Company Limited, Holmer Road, Hereford (quoting reference T.I.).

WATES LIMITED

require a

PERSONNEL OFFICER (Male)

A vacancy has arisen for a Personnel Officer in the London Head Office of a family-owned national contracting company. Applicants must be trained and qualified and have had at least three years' experience.

The emphasis is on staff administration covering all the normally accepted functions for weekly and monthly paid staff. The right man can materially assist in the control of present training programmes and develop into the principal assistant to the Personnel Manager.

Write in confidence giving age, training, experience and present salary to the **Personnel Manager, 1260 London Road, Norbury, S.W.16.**

LAYTON'S
PERSONNEL SERVICES

Industrial Catering Specialists
First Class Staff Supplied

Princes House
190 Piccadilly, W.1
REGent 3816/7

ASSISTANT FACTORY PERSONNEL OFFICER

required for Food Factory in West Middlesex. Young men or women between 21 to 28 years of age will be considered. Applicants should hold a recognised diploma in Social Science or have had some experience in Personnel Management in Industry. Good salary, contributory pension scheme. Applications giving fullest details should be addressed to the Factory Personnel Officer, The Nestlé Company Ltd., Hayes, Middlesex.

SUPERVISOR (female)

A Hayes Factory has a vacancy for a woman aged between 30-35 to act as a supervisor in their Welfare Department. The duties entail supervision of cleaning and cloakroom staff and assisting the Factory Security Officer when required. This appointment carries a high level of responsibility and requires a person with tactfulness and an understanding personality to cope with awkward situations. Any woman who is in this age bracket and wishes to embark upon a most interesting career please apply in writing to Box No. PA 64.

news and comment

by Colin Balfour

A GOOD start for the New Year. In the very first week the Government launched its 'Technician's Charter', and it was cheering to hear Sir David Eccles, in his optimistic and plausible way, say that: "In future we intend the last years at school and the first years in work to be, and to be seen to be, a continuous period of education". The contents of the White Paper he was introducing are a complete answer, in principle, to the bold questions John Wellens raised in the January issue.

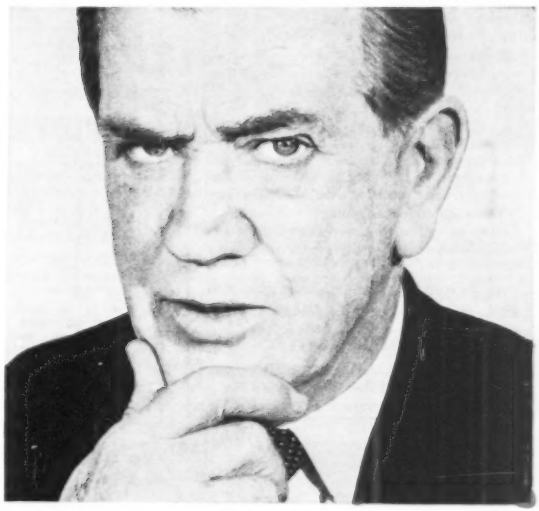
With formal recognition that only 34 per cent of boys and 7 per cent of girls leaving schools enter apprenticeships or learnerships in skilled occupations, the Government has given the go-ahead to technical colleges so that technicians, craftsmen and operatives can benefit—as scientists and technologists did from the 1956 White Paper. Courses will be reorganized (the longer ones having induction periods to reduce wastage), national certificate standards are to be raised, craft courses modified, operatives' courses vigorously developed, and both day-release and sandwich course facilities will be extended. The revolution in the teaching institutions should be almost complete by September 1962. So, in the meantime, all that is required is for personnel and training officers to impress their top management, if necessary, that their world is not going to end with the April Budget; and that they should not prevent their young workers, in both their interests, from partaking in the educational feast to come.

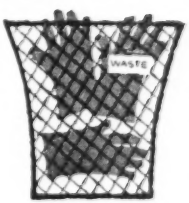
IF you want to get ahead, get a hat—was the old exhortation. But if you want to get the job you desire, perhaps a pair of shoes with built-up soles might be more useful. Fifteen-year-old Spencer Howden could certainly have used a pair during his first weeks with F. Perkins Ltd., the Peterborough diesel-engine manufacturers. You see, Spencer wanted to be a craft apprentice and Dr. Robert Gillispie, medical officer appointed by the Ministry of Labour, decided that Spencer's small physique (4ft. 7in. and 6st. 3lb.) made him unfit for industrial employment.

When Spencer was suspended, a strike was threatened in his machine shop. Fortunately, the Spalding youth decided that he really wanted to be a draughtsman, so that he was eventually found a berth of the right size with the company.

WORKING against the clock (literally) is now possible, thanks to the Rodene Electrical Company, Isleworth, who have produced a 'clock' for operators engaged on repetitive work on a piece-work or bonus system. The 'clock' shows the operator time gained or lost on each job. A dial is set by the management to the time allowed for the

What are your INDUSTRIAL GLOVES costing you?





You'll probably say 'too much' . . . far too many written off every week, fit only for the dustbin.

The remedy is at hand in the new NORTH PLASTOCHROME GLOVE which is rapidly replacing the vulnerable cotton, rubber and chrome glove everywhere. Why? Just because these revolutionary gloves can give *10 times the wear* of the old types.

Although tough, this glove is *lighter*, *more flexible* and definitely *non-slip*. It is wonderfully comfortable as well as being waterproof and oil-resistant.

Write today for illustrated folder and price list.

NORTH

plastochrome gloves

NORTHIDE LIMITED Dept. P.M. Impervia House, George St., Hyde, Cheshire. Tel: HYDE 3581

And at London, Birmingham, Glasgow

A MAIN DISTRIBUTOR OF NORTH PVC GLOVES AND CLOTHING

PERSONNEL APPOINTMENTS

Industrial Training Appointment

HENRY WIGGIN & COMPANY LIMITED

Applications are invited from Graduates (preferably in Metallurgy) 25-35 years of age, for the position of

ASSISTANT TO THE EDUCATION & TRAINING OFFICER

The administrative duties will include Operator, Apprentice, Graduate and Supervisory Training within a modern and expanding Works at Hereford. Some experience of industry is desirable, together with a genuine interest in people. Salary according to qualifications and experience.

The Company provides excellent canteen, recreational and other welfare facilities, and operates generous non-contributory pension and life assurance schemes.

Applications should be made in writing, giving full details, to The Personnel Manager, Henry Wiggin & Company Limited, Holmer Road, Hereford (quoting reference T.I.).

WATES LIMITED

require a

PERSONNEL OFFICER (Male)

A vacancy has arisen for a Personnel Officer in the London Head Office of a family-owned national contracting company. Applicants must be trained and qualified and have had at least three years' experience.

The emphasis is on staff administration covering all the normally accepted functions for weekly and monthly paid staff. The right man can materially assist in the control of present training programmes and develop into the principal assistant to the Personnel Manager.

Write in confidence giving age, training, experience and present salary to the **Personnel Manager, 1260 London Road, Norbury, S.W.16.**

LAYTON'S
PERSONNEL SERVICES

Industrial Catering Specialists
First Class Staff Supplied

Princes House
190 Piccadilly, W.1
REGent 3816'7

ASSISTANT FACTORY PERSONNEL OFFICER

required for Food Factory in West Middlesex. Young men or women between 21 to 28 years of age will be considered. Applicants should hold a recognised diploma in Social Science or have had some experience in Personnel Management in Industry. Good salary, contributory pension scheme. Applications giving fullest details should be addressed to the Factory Personnel Officer, The Nestlé Company Ltd., Hayes, Middlesex.

SUPERVISOR (female)

A Hayes Factory has a vacancy for a woman aged between 30-35 to act as a supervisor in their Welfare Department. The duties entail supervision of cleaning and cloakroom staff and assisting the Factory Security Officer when required. This appointment carries a high level of responsibility and requires a person with tactfulness and an understanding personality to cope with awkward situations. Any woman who is in this age bracket and wishes to embark upon a most interesting career please apply in writing to Box No. PA 64.

news and comment

by Colin Balfour

A GOOD start for the New Year. In the very first week the Government launched its 'Technician's Charter', and it was cheering to hear Sir David Eccles, in his optimistic and plausible way, say that: "In future we intend the last years at school and the first years in work to be, and to be seen to be, a continuous period of education". The contents of the White Paper he was introducing are a complete answer, in principle, to the bold questions John Wellens raised in the January issue.

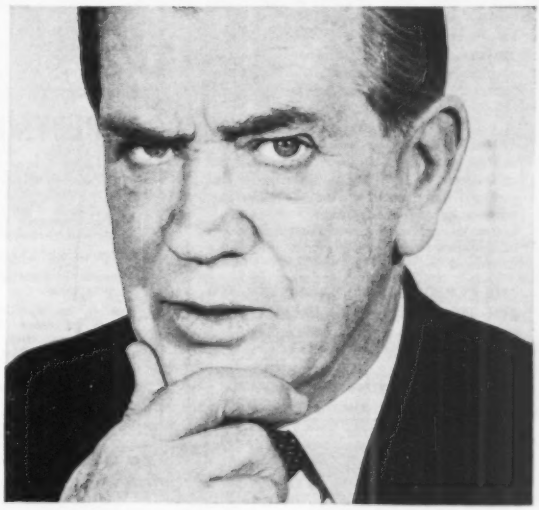
With formal recognition that only 34 per cent of boys and 7 per cent of girls leaving schools enter apprenticeships or learnerships in skilled occupations, the Government has given the go-ahead to technical colleges so that technicians, craftsmen and operatives can benefit—as scientists and technologists did from the 1956 White Paper. Courses will be reorganized (the longer ones having induction periods to reduce wastage), national certificate standards are to be raised, craft courses modified, operatives' courses vigorously developed, and both day-release and sandwich course facilities will be extended. The revolution in the teaching institutions should be almost complete by September 1962. So, in the meantime, all that is required is for personnel and training officers to impress their top management, if necessary, that their world is not going to end with the April Budget; and that they should not prevent their young workers, in both their interests, from partaking in the educational feast to come.

IF you want to get ahead, get a hat—was the old exhortation. But if you want to get the job you desire, perhaps a pair of shoes with built-up soles might be more useful. Fifteen-year-old Spencer Howden could certainly have used a pair during his first weeks with F. Perkins Ltd., the Peterborough diesel-engine manufacturers. You see, Spencer wanted to be a craft apprentice and Dr. Robert Gillispie, medical officer appointed by the Ministry of Labour, decided that Spencer's small physique (4ft. 7in. and 6st. 3lb.) made him unfit for industrial employment.

When Spencer was suspended, a strike was threatened in his machine shop. Fortunately, the Spalding youth decided that he really wanted to be a draughtsman, so that he was eventually found a berth of the right size with the company.

WORKING against the clock (literally) is now possible, thanks to the Rodene Electrical Company, Isleworth, who have produced a 'clock' for operators engaged on repetitive work on a piece-work or bonus system. The 'clock' shows the operator time gained or lost on each job. A dial is set by the management to the time allowed for the

What are your INDUSTRIAL GLOVES costing you?



You'll probably say 'too much' . . . far too many written off every week, fit only for the dustbin.

The remedy is at hand in the new NORTH PLASTOCHROME GLOVE which is rapidly replacing the vulnerable cotton, rubber and chrome glove everywhere. Why? Just because these revolutionary gloves can give *10 times the wear* of the old types.

Although tough, this glove is *lighter, more flexible* and definitely *non-slip*. It is wonderfully comfortable as well as being waterproof and oil-resistant.

Write today for illustrated folder and price list.

NORTH

plastochrome gloves

NORTHIDE LIMITED Dept. P.M. Impervia House, George St., Hyde, Cheshire. Tel: HYDE 3581

And at London, Birmingham, Glasgow

A MAIN DISTRIBUTOR OF NORTH PVC GLOVES AND CLOTHING

PERSONNEL APPOINTMENTS

EDUCATION OFFICER

Applications are invited for the post of Education Officer in one of the main factories of the de Havilland Aircraft Company Limited, at Hatfield. He will be responsible for the development of supervisory and management training, which will include the running of supervisor courses and other training schemes within the Factory.

This is a senior appointment with the appropriate salary, and there are excellent prospects of increasing responsibility and reward as the work develops.

Applicants should be men between 30 and 40 years of age, preferably of university degree standard. Previous experience of education and training in industry is important; experience in running supervisor courses an added advantage.

Letters of application, including full details of qualifications and experience, should be addressed to:—

THE PERSONNEL MANAGER (Ref. 108)
THE DE HAVILLAND AIRCRAFT CO. LTD.
HATFIELD, HERTS.

Member Company of the Hawker Siddeley Group

CANTEEN SERVICES SUPERVISOR

(Experienced)

required by an International Company in Hayes, Middlesex. Applicants should be between 30-50 years of age, the duties to include organisation and control of Dining Rooms, office trolley service, factory tea-break rooms and other catering accessories. Salary according to experience and qualifications. Please apply to Box No. PA 63.

EMPLOYMENT OFFICER

A rapidly expanding group in the Electronics Industry in the Manchester Area, wishes to appoint a young Graduate in Psychology or Social Studies as Employment Officer for two units, which will eventually employ 5,000 people.

Preferred age 21/28.

Previous Industrial Experience would be advantageous.

This is an excellent opportunity for a person to enter the field of Personnel Management, and opportunities for promotion within The Personnel Department of The Company will occur.

Please write giving full details to Box No. PA 62.

FILL THAT SPECIAL VACANCY!

Use this page for your Staff Appointments

Rate Charges:—
APPOINTMENTS VACANT 40s.
APPOINTMENTS WANTED 35s.
(Per display panel inch) Box No. 1s. extra

Send your advertisement **NOW** to the

Classified Advertisement Manager,
Personnel Management and Methods,
Mercury House, Waterloo Road,
London, S.E.1

Telephone: WATerloo 3388

Skin care as important as machine maintenance.

In keeping down costs, the care and maintenance of the hands needs the same attention as is given to the routine maintenance of machine tools. Today, especially in a wide range of industries, operator's hands are exposed to a surprising variety of skin hazards—many of them relatively new, and the use of the best techniques with cleansers and barrier creams can have a big effect on costs. Here are some of the advantages of using Kerodex and Kerocleanse:

* *Kerodex barrier creams have been specially developed to give protection against a wide range of skin hazards.*
* *Kerocleanse special cleansers remove difficult substances from the skin, effectively and safely on the job.*
* *Kerodex and Kerocleanse together maintain healthy hands.*
* *Healthy hands are dexterous and productive tools.*

Our confidential Technical Advisory Service at home and overseas is being used by over 3,000 international manufacturing companies on problems affecting the skin health of their workers. Details of this service are available to you on request.

S P *Please apply for our overseas agents' names and addresses.*

DEPARTMENT M, SCIENTIFIC PHARMACALS LTD,
1, EDEN STREET, HAMPSTEAD ROAD,
LONDON, N.W.1. TELEPHONE: EUSTON 8575/9

by Colin Balfour

news and comment

job; and the 'clock' indicates, as the operator works, the bonus gained or lost. A cumulative total is kept so that a record is available of the operator's total bonus earnings at the end of the day. Green and red lights show the operator whether he is 'in' or 'out of' bonus and the device is claimed to raise both the productivity and the spirits of the operator. I wonder if battery hens are colour-blind!

I SUSPECT that one personnel manager may have spent so much time in preparing advertisements that he has turned copywriter. An advertisement by The Bradford Dyers' Association Ltd., headed 'Facing up to Interviews', suggests that the refugee from industry found interviews a strain. Judge for yourself!

"Personnel Managers are masters of the art of making people feel quietly uncomfortable. Yet all they're after is the Real You: and they don't trust appearances. Or do they?

"They know that while the smooth front doesn't always mean inner calm, dishevelled old clothing may mean a dishevelled old mind.

"Accordingly, men who wish to appear completely unruffled at all such crucial moments make a point of buying 'Rigmel-Prystene' finished shirts.

"Whatever unsettling turn an interview may take, no one on either side of the desk need worry about presenting a smooth front if his shirt has the B.D.A. 'Rigmel-Prystene' finish".

THAT box numbers have their uses, I agree. Of course, a firm has a right to prevent a competitor finding out that expansion is planned; and sounding the market anonymously is accepted practice. Unfortunately, firms still persist in a pointless recourse to box-number advertising. For that reason, I sympathize with the motion put down for debate at this year's conference of the Clerical and Administrative Workers' Union: "That this conference deplores the action of firms in advertising 'situation vacant' and concealing their identities under box numbers. Because of this practice many staff employees have applied for jobs in their own department and—worse still—have applied for their own job".

IPM we know: but what about 'R', 'P' and 'M'? These mysterious letters will soon be familiar to the paternalistic firms who order gold watches for veterans. It seems that such descriptions as 'rolled-gold', 'gold-flashed', 'gold-filled' and 'gold-washed' have been used indiscriminately, and the bewildered buyer has no clear idea what is being offered for sale. Confusion has been ended by the British Standards Institution's new standard for watch-case finishes in gold alloy. 'R' will mean rolled gold, 'P' will refer to gold-plated finishes, and 'M' plus a number will indicate the thickness of gold coating.

Maybe you cannot spare the time to work out RPM ratings for your long-service people. You might care to plan their retirement programme instead. (See p. 23.)

What Personnel Manager has not had to listen to complaints about how stockings catch on such and such a machine, or about how rough the chair edges are in the Office? Of all the clothes women wear, Nylons are the most accident-prone. Most women get through at least one pair a week.

So, to be constructive, why not give your female staff a FREE NYLON REPLACEMENT SERVICE? The Stocking Club, who provide this service, only handle extremely high quality Nylons, lock-stitched, snag-proof and so hard-wearing that they far outlast ordinary nylons. And they're not thick heavy duty stockings, they're sheer fully fashioned 15 denier! This will be a service that all your female staff will certainly appreciate! Moreover, it will be an influential factor in reducing female staff turnover. So we can assure you that this service will pay for itself through the amicable employee-management relationship it creates and through the resultant staff loyalty that accrues.

For details of how the scheme is administrated and of the modest special cut price rates for Industry and Business write, quoting number of female staff employed, to

The Stocking Club

Austral House,
53 Well Street,
Bradford 1.

Telephone: 32173

PERSONNEL APPOINTMENTS

EDUCATION OFFICER

Applications are invited for the post of Education Officer in one of the main factories of the de Havilland Aircraft Company Limited, at Hatfield. He will be responsible for the development of supervisory and management training, which will include the running of supervisor courses and other training schemes within the Factory.

This is a senior appointment with the appropriate salary, and there are excellent prospects of increasing responsibility and reward as the work develops.

Applicants should be men between 30 and 40 years of age, preferably of university degree standard. Previous experience of education and training in industry is important; experience in running supervisor courses an added advantage.

Letters of application, including full details of qualifications and experience, should be addressed to:—

THE PERSONNEL MANAGER (Ref. 108)
THE DE HAVILLAND AIRCRAFT CO. LTD.
HATFIELD, HERTS.

Member Company of the Hawker Siddeley Group

CANTEEN SERVICES SUPERVISOR

(Experienced)

required by an International Company in Hayes, Middlesex. Applicants should be between 30-50 years of age, the duties to include organisation and control of Dining Rooms, office trolley service, factory tea-break rooms and other catering accessories. Salary according to experience and qualifications. Please apply to Box No. PA 63.

EMPLOYMENT OFFICER

A rapidly expanding group in the Electronics Industry in the Manchester Area, wishes to appoint a young Graduate in Psychology or Social Studies as Employment Officer for two units, which will eventually employ 5,000 people.

Preferred age 21/28.

Previous Industrial Experience would be advantageous.

This is an excellent opportunity for a person to enter the field of Personnel Management, and opportunities for promotion within The Personnel Department of The Company will occur.

Please write giving full details to Box No. PA 62.

FILL THAT SPECIAL VACANCY!

Use this page for your Staff Appointments

Rate Charges :—
APPOINTMENTS VACANT 40s.
APPOINTMENTS WANTED 35s.
(Per display panel inch) Box No. 1s. extra

Send your advertisement **NOW** to the

Classified Advertisement Manager,
Personnel Management and Methods,
Mercury House, Waterloo Road,
London, S.E.1

Telephone : WATerloo 3388

Skin care as important as machine maintenance.

In keeping down costs, the care and maintenance of the hands needs the same attention as is given to the routine maintenance of machine tools. Today, especially in a wide range of industries, operator's hands are exposed to a surprising variety of skin hazards—many of them relatively new, and the use of the best techniques with cleansers and barrier creams can have a big effect on costs. Here are some of the advantages of using Kerodex and Kerocleanse :

* *Kerodex barrier creams have been specially developed to give protection against a wide range of skin hazards.*
* *Kerocleanse special cleansers remove difficult substances from the skin, effectively and safely on the job.*
* *Kerodex and Kerocleanse together maintain healthy hands.*
* *Healthy hands are dexterous and productive tools.*

Our confidential Technical Advisory Service at home and overseas is being used by over 3,000 international manufacturing companies on problems affecting the skin health of their workers. Details of this service are available to you on request.

S P *Please apply for our overseas agents' names and addresses.*

DEPARTMENT M, SCIENTIFIC PHARMACALS LTD,
1, EDEN STREET, HAMPSTEAD ROAD,
LONDON, N.W.1. TELEPHONE: EUSTON 8575/9

by Colin Balfour

news and comment

job; and the 'clock' indicates, as the operator works, the bonus gained or lost. A cumulative total is kept so that a record is available of the operator's total bonus earnings at the end of the day. Green and red lights show the operator whether he is 'in' or 'out of' bonus and the device is claimed to raise both the productivity and the spirits of the operator. I wonder if battery hens are colour-blind!

I SUSPECT that one personnel manager may have spent so much time in preparing advertisements that he has turned copywriter. An advertisement by The Bradford Dyers' Association Ltd., headed 'Facing up to Interviews', suggests that the refugee from industry found interviews a strain. Judge for yourself!

"Personnel Managers are masters of the art of making people feel quietly uncomfortable. Yet all they're after is the Real You: and they don't trust appearances. Or do they?

"They know that while the smooth front doesn't always mean inner calm, dishevelled old clothing may mean a dishevelled old mind.

"Accordingly, men who wish to appear completely unruffled at all such crucial moments make a point of buying 'Rigmel-Prystene' finished shirts.

"Whatever unsettling turn an interview may take, no one on either side of the desk need worry about presenting a smooth front if his shirt has the B.D.A. 'Rigmel-Prystene' finish".

THAT box numbers have their uses, I agree. Of course, a firm has a right to prevent a competitor finding out that expansion is planned; and sounding the market anonymously is accepted practice. Unfortunately, firms still persist in a pointless recourse to box-number advertising. For that reason, I sympathize with the motion put down for debate at this year's conference of the Clerical and Administrative Workers' Union: "That this conference deplores the action of firms in advertising 'situation vacant' and concealing their identities under box numbers. Because of this practice many staff employees have applied for jobs in their own department and—worse still—have applied for their own job".

IPM we know; but what about 'R', 'P' and 'M'? These mysterious letters will soon be familiar to the paternalistic firms who order gold watches for veterans. It seems that such descriptions as 'rolled-gold', 'gold-flashed', 'gold-filled' and 'gold-washed' have been used indiscriminately, and the bewildered buyer has no clear idea what is being offered for sale. Confusion has been ended by the British Standards Institution's new standard for watch-case finishes in gold alloy. 'R' will mean rolled gold, 'P' will refer to gold-plated finishes, and 'M' plus a number will indicate the thickness of gold coating.

Maybe you cannot spare the time to work out RPM ratings for your long-service people. You might care to plan their retirement programme instead. (See p. 23.)

What Personnel Manager has not had to listen to complaints about how stockings catch on such and such a machine, or about how rough the chair edges are in the Office? Of all the clothes women wear, Nylons are the most accident-prone. Most women get through at least one pair a week.

So, to be constructive, why not give your female staff a FREE NYLON REPLACEMENT SERVICE? The Stocking Club, who provide this service, only handle extremely high quality Nylons, lock-stitched, snag-proof and so hard-wearing that they far outlast ordinary nylons. And they're not thick heavy duty stockings, they're sheer fully fashioned 15 denier! This will be a service that all your female staff will certainly appreciate! Moreover, it will be an influential factor in reducing female staff turnover. So we can assure you that this service will pay for itself through the amicable employee-management relationship it creates and through the resultant staff loyalty that accrues.

For details of how the scheme is administrated and of the modest special cut price rates for Industry and Business write, quoting number of female staff employed, to

The Stocking Club

Austral House,
53 Well Street,
Bradford 1.

Telephone: 32173

A quick answer
and a RIGHT answer
to your staff problems—

Phoenix
EMPLOYMENT AGENCY LTD.

Every flourishing business—however efficient its organisation, however far-sighted its policy—at one time or another needs the special staff facilities that only a first-class agency like PHOENIX can give.

Whether you need new recruits for the permanent posts, seasonal help during rush periods or emergency staff to cover sickness or holidays the PHOENIX service is ready to lend a hand.

At short notice we can supply you with experienced office staff of every grade—secretaries, shorthand-typists, copy typists, audio-typists, book-keepers, clerks, machine operators and juniors.

Our selection procedure saves you the costs of advertising, and the time-consuming delays of appointments, interviews and other formalities.

In short, PHOENIX helps you to keep your business flexible, efficient and resilient. Keep a note of our phone number—HOUnslow 8072—and call us whenever you need our help.

for *EXECUTIVE LEVEL STAFF* contact
PHOENIX APPOINTMENTS SERVICES, LTD.
21 CHANCERY LANE, W.C.2. Telephone CHAncery 5134/5/6.

Phoenix EMPLOYMENT AGENCY LTD.
(Licensed annually by the London, Middlesex & Surrey County Councils) 2

Head Office:
34 BATH ROAD, HOUNSLOW · *Telephone HOUnslow 8072* · *Branches throughout Greater London*

Personnel Management

IN PRACTICE

RIGID staff selection standards can repay even the very small firm, and during the past two years, the care taken in appointing radio and television engineers has paid dividends for **A. C. Bartlett Ltd.,** of Morningside Road, Edinburgh. As long as a man is technically sound, such skilled men run into little difficulty in finding jobs. But this progressive firm asks for a few personal qualities too.

Mr. A. C. Bartlett has even rejected applicants who were technically proficient. His view is that the radio and TV mechanic is also a personal representative of the firm, who should be courteous, well-groomed and intelligent, able to deal with every type of customer in homes of every description, and leave the customer with a feeling of satisfaction.

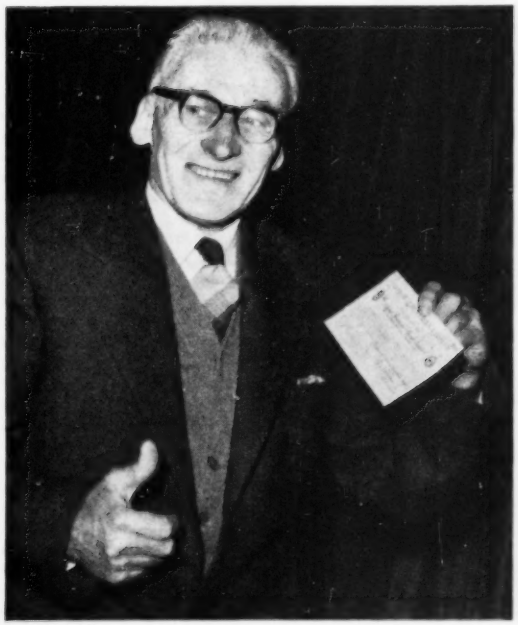
He takes pains at the interviewing stage to screen everyone thoroughly and, to encourage the right kind of man to stay with the firm, he pays above-average wages plus a bonus. The success of this policy can be measured by the expansion of the firm to three new branches inside two years.

★

WHAT an excellent recommendation for a suggestions scheme—and for working right up to the final whistle! Sixty-six-year-old pensioner Walter Chambers, who retired a year ago from **Raleigh Industries Ltd.,** Nottingham, after 48 years' service, has just received £250—the largest sum awarded in this company's scheme.

Shortly before retirement, Mr. Chambers thought of a simplified method of attaching cables to a 3-speed trigger control, which will facilitate their production and assembly. The delay in assessing the innovation was owing to the need for new drawings and new tooling; and the improved unit had to be subjected to prolonged tests in every part of the world. The new control proved a success and the company is now standardizing the improvement.

Since its inception two years ago, the Raleigh suggestions scheme has awarded more than £1,000 for 208 new ideas. Similarly impressive is the record of winner Mr. Chambers and his wife, who started work in the firm only four years after him: Mrs. Chambers also ceased working last year. Together, this partnership contributed 93 years' service to Raleigh Industries. They fully deserved such a good departure.



Will they miss me when I am gone? Raleigh Industries have shown this pensioner their appreciation to the tune of two hundred and fifty pounds

★

A 42-HOUR week has been introduced by **Bryant & May Ltd.,** and the chairman, **Sir Anthony Elkins,** draws attention to the cost and the implications of the change. "The cost of a reduction of two hours each week involves no small sum. It is about one shilling in every pound of the wages bill, and to cover all the employees affected means an additional cost of £55,000 every year to the Company".

Sir Anthony adds that, since pay remains the same as for the 44-hour week, the increased cost of the shorter week can be met in only two ways—either by increasing the price of matches or by reducing costs. "Our matches are already selling at top prices and for several years now our foreign competitors have been making inroads on the market. At present we are holding our own—and only just. If we were to raise our prices we should not be able to keep up our sales".

A reduction in costs is Hobson's choice, he added, so that he called for a greater effort from all concerned to avoid waste of materials, to stop and start machines at the right moment, to cut down stoppages, interruptions and absences, increase machine efficiency and help fellow workers in any way possible.

Another interesting feature of this

Important wherever women's toilet facilities are provided

The simple and sensible method of supplying and disposing of sanitary towels . . . Southalls, Britain's largest and most experienced house in this market, introduce their guaranteed equipment.

Southalls Automatic Vending Machine

The case is finished in stoved white enamel and chromium with a trouble free dispenser mechanism. It takes pennies. Southalls attend to maintenance and the supply of towels — a countrywide service which is without equal. This machine is a time saver when dispensing the indispensable.

Vender

32¾" high, 5⅝" wide, 4½" deep.
Price £10.17.0d (net carriage paid). Machines for soluble and other types of towels available.

Southalls Gas Sanitary Incinerator

Foolproof in operation, this incinerator is cased in white vitreous enamel steel with chromium-plated fittings. Gas consumption is slight and disposal is thorough.

Incinerator

weighs 28 lbs., 24¾" high, 8¼" diameter.
Price £26 (net carriage paid).
Electric incinerators also available.

Southalls (BIRMINGHAM) LTD.

DEPT. PM, CHARFORD MILLS, BIRMINGHAM 8

ANOTHER S&N PRODUCT

IN PRACTICE

Company is its long-service awards. Often, such mature firms do not trouble to bring welfare schemes up to date, but not so Bryant & May. A 50-year award scheme was started in 1921, when a worker who joined in 1861 was a recipient; and no less that 1,340 employees have qualified for 25-year presentations.

The raising of the school-leaving age and attractive company pensions enable employees to retire sooner. Therefore, the award scheme has been amended so that any worker retiring after 40 or more years' service has a gift, in cash or in kind, to the value of £1 for every year's service—including national service. Employees who pass the 25-year mark continue to receive a certificate and gift worth £25. This scheme applies to Bryant & May's factories in London, Glasgow and Liverpool; and to their offices and forestry estates throughout the country.

★

A STAFF training centre, which has been the property of Stewarts & Lloyds Ltd. for 22 years, has been acquired and opened by the **British Oxygen Company Ltd.** In January, the first management conference was held at Chartridge Lodge, near Chesham, Bucks. At first, priority is being given to senior and middle management, but as the college develops, it is hoped to start courses for foremen and supervisors before the end of 1962. All courses will be residential and varying in length from two to four weeks and the work there will supplement other management development and training plans.

The emphasis at Chartridge will be on discussion rather than lectures, and the company hopes that course members will be able to brush up the basic knowledge and skills which should ideally be common to all managers; and to consider the functions of other departments and the operations of the company as a whole.

★

CONFIDENCE in the expansion of their business is expressed in the decision of **Quickfit & Quartz Ltd.**, makers of interchangeable laboratory glassware, who have announced an extension of their training scheme for glassblowers at their **Stone** (Staffs) factory. Their managing director, **Mr. Brian H. Turpin,** has announced a further course for 20 young men who would become fully trained glassblowers in a new 12-month course estimated to cost the firm £20,000 in 1961.

This is the only way this firm can hope to meet the expected increases in production in 1962; and the scheme should also help in cutting delivery delays of Quickfit & Quartz glassware and of the products of their associated company, QVF Ltd., of Stoke-on-Trent.

★

PENSIONS have been doubled for employees of the **Goodyear Tyre & Rubber Co. (Great Britain) Ltd.** by this company's move to participate in the Government's graduated pension scheme. The additional cost to the company will be around £40,000 a year.

When the Finance Act, 1959, showed how the Government was going to supplement the basic annual pension with a graduated pension related to earnings, the existing Goodyear Pension Scheme was under review. The original company pension plan came into operation in 1935 and has been improved twice since that time—in 1954, when life assurance benefits were introduced; and again in 1958, when pension benefits were increased because of the rising cost of living.

Goodyear have always followed a progressive policy in providing for long-service employees through a Sick Benefit Relief Association and the Pension Fund. The firm's private scheme offered benefits a little above the maximum benefit available under the Government's graduated plan: the combined total will make a substantial improvement to the future outlook of pensioners and is sure to earn long-term goodwill.

By taking this positive step in support of the Government's plan, the company believes that their employees' interests are being made more secure and they are helping to make the national scheme more effective.

Opening of this new training college for British Oxygen coincides with the re-shuffle of their top management teams

Farepak Hampers range
in price from £4.4.0 to £10.10.0

£10.10.0 Hamper contains:
A leg of English Pork and choice
of Chickens, Goose or Turkey,
4 lb Tin Carr's Assorted Biscuits,
Huntley & Palmers' Dundee Cake,
Two 2 lb Christmas Puddings,
2 lb Mincement, 20 oz Tin Fruit,
Selection of Confectionery,
Christmas Crackers.

For that *extra*
special employee
who retires, or a top
man who has been ill,
a Farepak Hamper shows your appreciation
in an *extra special way.*

Farepak hampers

From the
Hamper Division
of Payne & Son (Butchers) Ltd

58 WEST SMITHFIELD, LONDON EC1
Telephone: Monarch 0365

Write or 'phone for details

Readers' Letters

Sir,

I read with great interest your remarks about making supervisors feel they are part of a management team. My major problem, and one I worry about constantly, is how can I develop my subordinates so that I can trust them with more and more decisions?

As my plant grows I must have people to do some of my job, and as the process is new and developing, the future supervisors must grow and develop with it. In my experience, it is not just a question of giving them status and 'making them feel they belong to a well-integrated and firmly supported management team' as you suggested—surely they have to earn their position and status by the way they tackle difficulties and accept responsibility?

My supervisors would still come running to me for support and help over problems I think they should sort out for themselves, whatever official status I conferred upon them.

J. PARKER.

Mountsorrell,
Leics.

Sir,

Full employment, without doubt confronts the personnel officer with many new problems, but these will not be solved by confused thinking. With full employment, more and more of the nation's products with a wide variety of choice are brought within range of the people, from which all business benefits.

As manufacturers do not wish people to be 'stuck for life' with their television set, etc., nor do people wish to always be 'stuck for life' in their job. Many firms attempt to set up a miniature welfare state within their organizations—largely a duplication of the national effort—with a view to attracting and holding staff. These firms still have their problems.

Much is heard regarding the shortage of staff. The observations of this organization offer very little evidence of a real shortage, but, rather of a movement of staff. The average change being approximately once per annum.

Staff change jobs for many reasons; the most common reason we find is the lack of adequate and economical transport facilities—the wage packet being well down the list. As regards reputable agencies, it is no question of 'keeping dogs and doing one's own barking'. In no way is there any duplication of a personnel officer's efforts, and agencies are only paid on satisfactory results.

Nor do they represent an additional cost to any firm. On the contrary, an agency offers the quickest and most economical method of staff recruitment. With the considerably larger numbers handled, selection is not reduced to a farce: practical tests are given and an immediate decision is made to either engage or reject upon the spot—no waiting two or three weeks for final decisions. Wages offered are those prevailing in any local area as a whole, helping firms to rationalize wages and salaries. Some 2,000 of the leading firms in this country make use of the services provided by this organization.

E. P. SIMMS.

Managing Director,
Phœnix Employment Agency Ltd.,
Hounslow,
Middlesex.

Sir,

The findings of the British Safety Council that 40 per cent of Britain's industrial workers are 'visually inefficient' prompts me to write to you, as our own experience in the training and retraining of workers leads us to support this alarming conclusion.

New entrants to industry are particularly subject to eye fatigue, since they have to rely on their eyes to a much greater extent than the experienced worker, who has the advantage both of his acquired 'know-how' and his highly developed sense of touch. The answer to this problem, therefore, lies not only in the more thorough testing of eyesight, as advocated by the British Safety Council, but also, in many industries, in the introduction of systematic training, which will enable a newcomer to acquire as rapidly as possible the skills of the experienced worker.

In numerous cases it has been found possible, by analytical training procedures, to bring newcomers up to the standards of experienced workers in a quarter of the time normally required, and thus to reduce eye strain, with its attendant risk of serious accidents.

A similar approach has been found equally effective with workers of longer standing in industry, whose productivity has lagged behind that of their fellows. In such cases, systematic retraining frequently results in increases in productivity of the order of 25 per cent.

C. E. BROOKS.

Personnel Administration Ltd.,
Knightsbridge,
S.W.1.

Sir,

In his article "Sweet Taste of Success", Richard Bates says that two main objections have been made since the manufacturers of vending machines started their 'blitz' on industry.

There is I think a further objection on the part of management which Mr. Bates does not mention, and which it would be interesting if he would comment on. This is a reluctance of management to permit the installation, for example, of a tea machine, because it is thought that production time would be wasted.

Those who stand outside management and observe know that very often time is wasted by purchasing tea from a trolley service; and are convinced that less time would be wasted by workers purchasing from a machine.

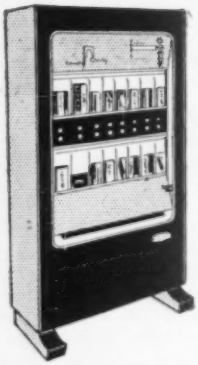
It is, however, one thing to know this, and another thing to be able to convince works management. How do you solve this problem? Perhaps Mr. Bates could enlighten us.

S. YARROW.

Burton Manor Road,
Stafford.

[Richard Bates writes: *I fully recognize the problem, yet there is no single solution. But it is certainly true that particular means of persuasion have proved effective in more than one firm. For some time I have been looking into this problem, and I hope to publish the results soon. Believe me, vending machine manufacturers are themselves puzzled by this obstacle.*]

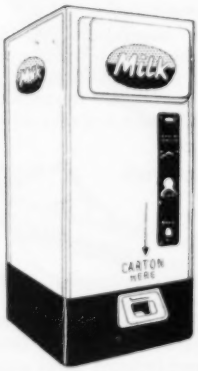
GLOSTER'S BIG 6 THE *Super* SELLERS !



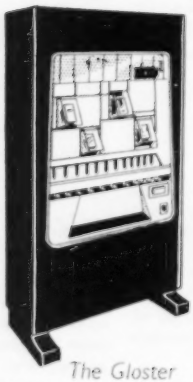
The Gloster "Tasty Twenty"
Candy Machine V.M.20

The Gloster
Candy Machine V.M.22

Six sensational venders! Six Gloster money-spinners! Six best-selling reasons to start *Gloster* vending. Each machine is styled to *attract* business; has a proven high profit record; a top performance history. Gloster Venders don't let you down. Their big capacity seldom fails the public either! Be wise, go Gloster — today's most profitable name in vending.

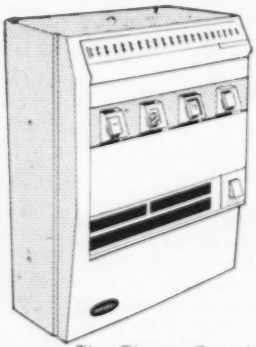


The Gloster
Milk/Soft Drinks Vender



The Gloster
Cigarette Machine V.M.21

The Gloster
Pastry Machine V.M.25



The Gloster Console
Cigarette Vender V.M.27

For complete details of these six fine machines, write or call **Dept. PM.5**

GLOSTER EQUIPMENT LIMITED

GLOUCESTER · PHONE: 67011 · *MEMBER OF THE HAWKER SIDDELEY GROUP*

BOOKSHELF

TRADE UNIONS ★ HUMAN RELATIONS ★ WORK MANAGEMENT

The Teaching of Human Relations by the Case Demonstration Method, by F. A. Magoun. *34s. post paid.*

IN THE case-demonstration method (conceived first by Elliott Dunlop Smith), students are confronted with human relations problems in action. Forced to work through the situations spontaneously, and reviewing their behaviour in a class discussion, they learn lessons of human relations that really sink in. Professor Magoun, professor of human relations at the Massachusetts Institute of Technology from 1930-50, explains his method from basic teaching theory to conducting cases and post mortems.

Employment Relations Research. Industrial Relations Research Association. *Harper Bros., 26s. post paid.*

THE JOINT AUTHORS have collated post-war research on selection and placement procedures, employee and executive rewards, dispute settlements, the history of the U.S. labour movement and the effects of technological change on industrial relations. In their scope, the condensed papers are prodigious and quite free of speculation and immoderate predictions.

Essays in Labour History, edited by Asa Briggs and John Saville. *Macmillan, 43s. post paid.*

INTENDED AS a presentation volume for the seventieth birthday of G. D. H. Cole, this volume was in fact a tribute to his memory.

The essays are concerned chiefly with the history of the British Labour Movement in the nineteenth century—a subject that inspired much of Cole's work. John Saville's chapter on "Trade Unions and Free Labour" and E. J. Hobsbawm's "Custom, Wages and Work-load in 19th Century Industry" are most revealing studies.

Effective Work Management, by Milon Brown. *The Macmillan Company, 29s. post paid.*

TO CREATE and maintain a smooth flow of work, managers must successfully co-ordinate people, machines, materials, money and production methods. Guiding principles of work management as they apply in specific job situations are clearly explained in this non-technical study. Mr. Brown believes that skills needed by the manager are developed faster if the individual understands his relationships to basic processes before assuming high-level responsibilities.

The Attitudes of Steelworkers to Technical Change, by Olive Banks. *Liverpool University Press, 26s. post paid.*

A CONTINUATION of research described in *Technical Change and Industrial Relations* (published in 1950), this study is more intensive in its exploration of attitudes during the introduction of a new steelworks into a large steel firm. The effects of redundancy, of reduced earnings and the relative experiences of old and young occupational groups are displayed in critical balance.

Public Relations and Management, by David Finn. *Chapman & Hall, 37s. post paid.*

A FAIR, if ecstatic, appraisal of the legitimate functions of a public relations campaign. Social commentaries on the rôle of public relations are reviewed to throw light on the kind of campaigns that corporate management should feel comfortable in undertaking. The place of PR in management, how PR works and how it is evaluated and controlled are the book's themes.

The Trade Unions, the Employers and the State, by Harry Welton. *Pall Mall, 18s. 6d. post paid.*

THE HISTORY of trade unionism, its present scope, the role of the TUC, methods of appointing leading officials, the shop-steward, the strike question, employers' associations, the relationship of the Government to both sides of industry—all are interpreted lucidly by this regional executive of the Economic League.

The State and the Trade Unions, by D. F. Macdonald. *Macmillan, 22s. post paid.*

A GREAT MERIT of this short study is its objectivity, Mr. Macdonald's willingness to be critical of both protagonists, to assess their policies in a historical perspective from the point of view of a third party—namely, the community. He examines industrial relations in terms of public welfare.

British Labour and Public Ownership, by Herbert E. Weiner. *Stevens, 26s. post paid.*

VETERAN SPECIALIST in labour affairs, Dr. Weiner is an American Foreign Service Officer who has traced through TUC policies the growth of the idea of nationalization as an objective of British trade unionism.

ORDER FORM

Business Book Centre

will obtain for you any of the books reviewed here. Send a remittance for the full, post paid price, together with the completed coupon below.

Business Book Centre, Mercury House, 109-119 Waterloo Rd., London, S.E.1

I enclose remittance £ ..... *for the following books:*

.....

.....

.....

.....

NAME .....

ADDRESS .....

.....

To Safety and Welfare Officers

The 3rd World Congress on the Prevention of Occupational Risks, organised by the NATIONAL SAFETY INSTITUTE OF FRANCE in collaboration with the INTERNATIONAL LABOUR OFFICE is being held in PARIS from 22nd-27th May, 1961. Internationally known Scientific and Medical personalities from all parts of the world will be taking part in this vital conference which is one of the most important items on the Safety Officers Calendar in 1961.

SHAW'S TRAVEL, in co-operation with Paris Agents, are arranging to take a Party to this conference, at an inclusive moderate fee to include de-luxe Air Fare, Hotel Accommodation and Conference Registration Fee. Efforts are being made to provide a Gala Dinner where you will be able to meet and talk with your international contemporaries, and there will be plenty of free time for your own amusement.

If you would like to participate in this vital conference (and take your wife along for a holiday!) please write immediately for full details to : Mr. E. L. BEWSEY

SHAW'S TRAVEL BUREAU

115-Waterloo Road, S.E.1. Phone: WAT 3388 (40 lines)

ESTABLISHED 1832

Designers and

Manufacturers

of high class

Cooking and

Food Service

Equipment

Maylands Avenue,
Hemel Hempstead
BOXMOOR 4242

Bell Street,
London, N.W.1
PADDINGTON 8222

12, Whitmore Road,
Birmingham, 10
VICTORIA 1615

530, Stretford Road,
Manchester, 16
TRAFFORD PARK 0288-9

Bartlett

G. F. E. BARTLETT & SON LTD

Contractors to:

Admiralty

Ministry of Supply

Ministry of Works

British Broadcasting Corporation

Imperial Chemical Industries

Metropolitan Vickers Electrical Co. Ltd.

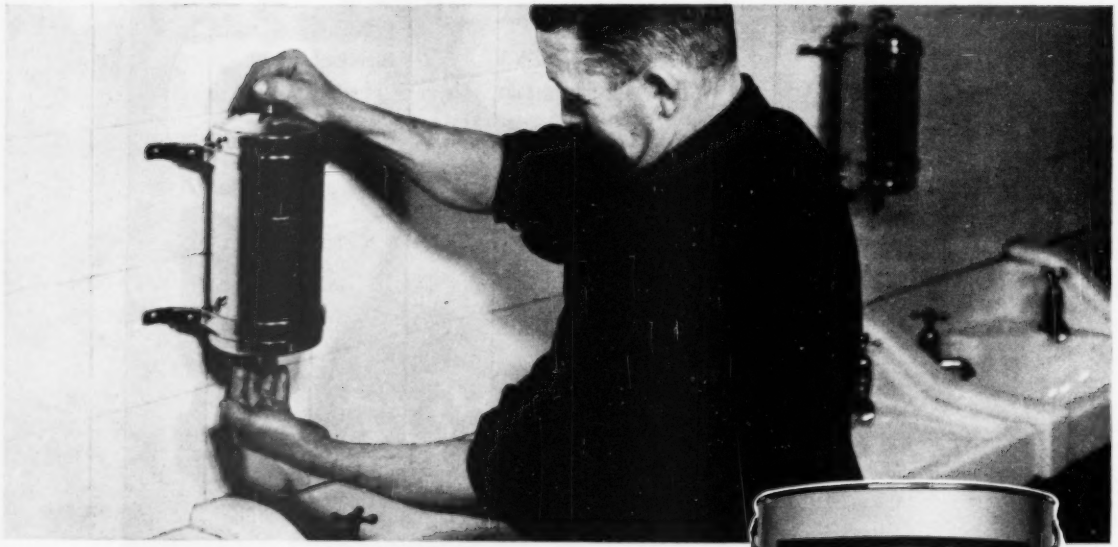
Steel Company of Wales Ltd.

etc, etc, and Overseas

CAFETERIA SERVICE COUNTER

OFFICES IN SCOTLAND, SOUTHAMPTON, SOUTH WALES S.B.120

SPEEDY SAFE CLEANSING



with

DUCKHAM'S

HAND CLEANSER

Removes all traces of grease and grime and leaves the skin smooth, soft and germ free. Simply apply Duckham's Hand Cleanser to dirt-grimed hands and forearms—then rinse under a tap. Result—every trace of dangerous dirt is removed. Prove it for yourself.

Post this coupon for free trial sample for factory use

ALEXANDER DUCKHAM & CO. LTD.
LONDON, W.6

Please send a Free Trial Sample of Duckham's Hand Cleanser

Name.....

Address.....

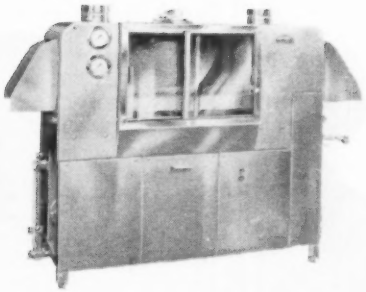
.....

Alexander Duckham & Co. Ltd., London, W.6

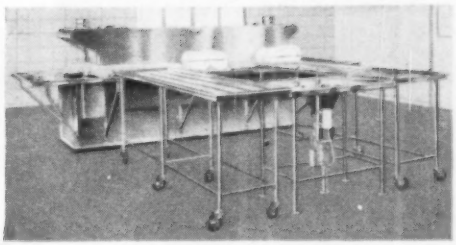
DAWSON DISHWASHERS

SAVE

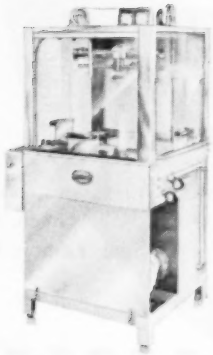
TIME
MONEY
STAFF
TABLEWARE
LAUNDRY



Model 'B' up to
600 meals per hour



'CAR' Rotary Type Dishwashing Machine shown fitted with special castor mounted tabling which can be supplied as an extra.



'AA' model up to
300 meals per hour

★ ★ ★

DAWSON 'DELUGE' DISHWASHER RANGE

★ 'Minor' up to 75 meals per hour.
★ 'AA' up to 300 meals per hour.
★ 'B' up to 600 meals per hour.
★ 'CA' up to 1,000 meals per hour.
★ 'BAR' Rotary machine up to 600 meals per hour.
★ 'CAR' Rotary machine up to 1,000 meals per hour.

Come and see our equipment at
THE NORTHERN HOTEL AND CATERING TRADES EXHIBITION
BLACKPOOL
Olympia, Winter Gardens
Feb. 18 to Feb. 25. STAND No. 50

The Dawson Deluge 'BAR' and 'CAR' dishwashing machine incorporate the Wefcoma conveyor—British patent No. 659237 and international patents.

DAWSON BROS. LTD., 406 Roding Lane South, Woodford Green, Essex

TELEPHONE: CRESCENT 7777 (4 LINES)

HEAD OFFICE & WORKS: GOMERSAL, NEAR LEEDS. TELEPHONE: CLECKHEATON 3422 (7 LINES)

putting

fashion

to work

Style 3481 100% 4 ounce

BRI-NYLON

TAFFETA OVERALL

Long Sleeve, button front, rever collar, two pockets, buckled stiffened belt. Wine, Reseda, Rifle Green, Grey, Black, Pink, Sky, Turquoise, Navy, White, Lemon, Lilac.

Sizes—SW, W, WX, OS, XOS.

DINKUM OVERALLS are made to fit their wearers beautifully but comfortably—allowing most essential freedom of movement.

STYLE 3482 (Short Sleeves) in the same size and shade range.

Dinkum *efficient overalls*

BRI-NYLON is the registered Trade Mark of British Nylon Spinners Ltd.

ANGUS JOWETT AND CO. LTD.

SKELTON INDUSTRIAL ESTATE, SALTBURN BY THE SEA, YORKS.

Telephone: Skelton 451/2 ***Established 1911***

FIRST IN AUTOMATIC VENDING ● Every type of vending machine for sale, hire, or on operating contract ● pre-sale advisory service ● after-sale maintenance ●

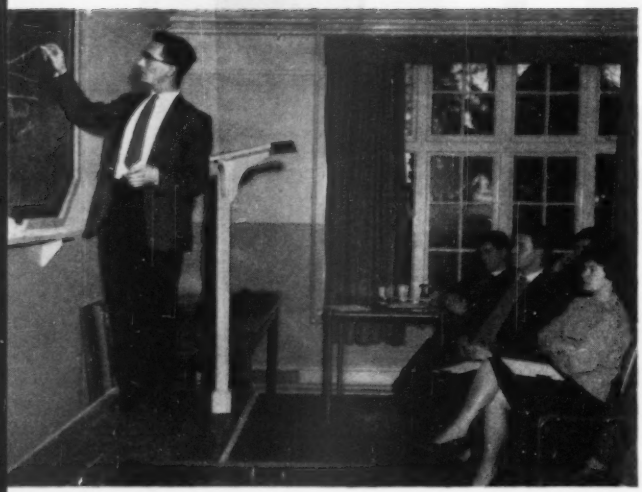
THE BRITISH AUTOMATIC COMPANY LTD

14 Appold Street London E C 2 BIShopsgate 8176

● *Branch offices or showrooms at:* **BIRMINGHAM, BLACKPOOL, BRISTOL, MANCHESTER, NEWCASTLE, PLYMOUTH, READING, EDINBURGH, GLASGOW, BELFAST & DUBLIN**

Twenty-one willing this training project

by John Samson



As a curtain-raiser, a commercial apprentice delivers a short lecture on cost-accounting to senior apprentices

Led by a graduate, senior apprentices prepare summaries of the executive's talk

executives for

In a lecture series, British Timken executives explain their duties and communicate their working philosophy. Senior apprentice groups absorb the 'company structure' and grow individually as they re-create these lectures

CLEAR thinking, self-confidence and a sense of responsibility: we know that these are qualities commonly needed in apprentices and many firms try to develop them by schemes that include practice in public speaking and committee work. But when the number of apprentices in each class is small, it is difficult to arrange a brief and effective course of interest to youngsters, especially when their background and aims differ widely. A great novelty therefore, and worth examining in detail, is the Senior Apprentices' Class, an experiment in education and training at the British Timken Division of the Timken Roller Bearing Company. To date, integration, economy and its short time-span appear to be the chief advantages of this scheme.

Initially, the Senior Apprentices' Class was formed from graduate, commercial and student apprentices together with all technician and craft apprentices who were in the last 18 months of their training. Owing to such

Junior apprentices have the benefit of the re-delivered lecture from a senior apprentice

unavoidable factors as attendance at sandwich courses, the numbers in the class varied between 30 and 40 and there was one lady student apprentice in the class. The whole exercise was founded on a lecture series, and this was planned after 21 executives were persuaded to deliver lectures on their responsibilities and the work of their departments. The lectures were given at the rate of one a week, and the subjects ranged from safety, production methods, technical sales to service engineering.

Formal staging

For the apprentices, these five projects were devised:

(1) To act as chairman to the lecturer
(2) To chair the subsequent committee sessions
(3) To be secretary in the committee sessions
(4) To 'repeat' the lecture to junior apprentices and prepare a printed summary
(5) To lecture senior apprentices.

A senior apprentice was picked as chairman to the 'executive lecturer' of the week. This unusual task involved contacting the executive a few days before the lecture to obtain a short career-history from him, and on the day of the event, to perform the customary duties of controlling questions and answers after the lecture, and making an appropriate speech of thanks at the end.

Following each lecture, the class of senior apprentices was split into two committees. For each committee, a chairman and secretary were selected; and the job of each committee was to prepare a summary of a half of the lecture. The duty of the chairmen was to guide them in their consideration and discussion of points made by the lecturer. The secretaries had to make notes and prompt their chairman when necessary.

The next stage of this training sequence was more creative and more exacting. After the committee session, a senior apprentice was then selected to re-deliver the executive's lecture to the junior apprentices at a later date. He would have the summary produced by the two committees, the lecturer's notes and visual aids, and his own notes (made during the lecture), to help him in this task. To ensure that his information was accurate and to check any doubtful points, the young man was allowed to approach the executive concerned.

Having re-delivered the executive's lecture to the junior apprentices, the senior apprentice would then be responsible for producing 200 copies of a complete summary of the executive's lecture. This would involve:

(a) writing the summary
(b) checking the summary with the education officer for use of language, etc.
(c) checking the summary with the executive for technical accuracy
(d) liaison with the typists' pool for cutting stencil, checking proof and examining final copies.

Graduates and the more senior apprentices were also required to deliver a short lecture of their own choice to the Senior Apprentices' Class. This secondary lecture was given during the half-hour preceding the main lecture each week. No restrictions were placed on the subject chosen, although the senior apprentice selected was required to inform the education officer of his topic before preparing his lecture. Subjects already selected have included Cost Accounting, Unit Trusts, Car Racing at Silverstone, Canadian Sports, Modern Architecture, Brine Mining, Surface Measurement, Industrial Psychology, Equality of Women and Trade Union History.

It is worth noting that the Senior Apprentices' Class formed a very difficult lecture audience on account of its composition, since craft, technician, student, commercial and graduate engineering apprentices have diverse backgrounds and interests. The most experienced lecturer would have found it strenuous trying to engage the attention of all sections of this mixed group.

Calculated stress

Although the plan is simple in essence, its strategy is important—the desire being to challenge, with a purpose, the abilities of the young men. The chairman to the lecture and the senior apprentice lecturing to the senior class, were nominated a week in advance. The committees, chairmen and secretaries were nominated at the end of each main lecture; and the apprentice to re-deliver the main lecture to the junior apprentices was only selected after the committee sessions.

This delay was an essential part of the organization of this experiment. Lack of warning of what was in store for him, ensured that each apprentice paid close attention to what the lecturer said and made copious notes. The method of selection was deliberately not systematic so as to prevent any prediction by individual apprentices.

The objectives of such an experiment are fairly obvious but what, in fact, were the results? For a start, there was much dissemination and absorption of fundamental technical information. The substance of the technical lectures given by the executives has been preserved for future apprentices by means of the printed summary. Many of the executives involved, who were afforded a good reason for taking an objective look at their own contribution to British Timken, have kept copies of the summary for trainees, other than apprentices, who may pass through their departments.

In human relations too, there has been a notable gain. Apprentices have been brought into intimate contact with senior executives of the Company. They have learned something of the adult philosophy of each successful manager, as he has talked about himself and the work of his department.

What the neighbours think

In addition, the Senior Apprentices' Class has had an educational influence on its own members. The craft apprentice has learned to respect and evaluate the theoretical approach of the graduate engineer. The practical common-sense and grasp of detail of the craft apprentices has been observed particularly by the graduates. Potential draughtsmen have mingled with budding toolroom engineers. Commercial apprentices have discussed technical topics, and technicians have been compelled to appreciate commercial points of view.

Without doubt, the Senior Apprentices' Class contains some of British Timken's future supervisors and executives. The Company believes that they will form a better team in 10 years' time, as a result of the increased understanding of the work of their colleagues which senior apprentices acquired in this experiment. Of course, as a guide to the talents and potentialities of the young men, the scheme is revealing and relevant for their first appointments.

VIEWPOINT ON RETIREMENT 65

by R. D. Moore

EVERY personnel department of any size could do with an extra man. And if you cannot think of any use for him just now, you would have no difficulty after reading *Retirement**. This excellent booklet, after exposing clinically the general absence of formal programmes of retirement in British industry, suggests that here lies scope for a new service on 'citizen's advice bureau' lines.

Whilst I commend this positive approach, I would go further by quoting the practice of one American firm. In this company's personnel department, one specialist has charge of rehabilitation cases — including all older workers, for they regard employees who pass the 50-mark, or even the retirement age, as rehabilitation problems.

On the cover of this Journal, a photograph shows Mr. Bernard Westall, chairman of the Thomas De La Rue group, toasting a Mr. Harry Adkins who was an employee for 77 years. Of course, this incredible record of loyalty was certainly appreciated by De La Rue, and a number of firms have recognized and started to cope with their pensioners in a benevolent fashion.

Unilever has sponsored a course in 'Successful Retirement' at the City Literary Institute, and the Industrial Welfare Society run a one-day course on 'Preparing for Retirement'. Rolls-Royce have a planned retirement scheme at their Hillington factory and Rubery Owen organize, in addition to lectures and discussion groups on the subject, a pensioners' workshop. Retired employees are often allowed to contribute news to their old firm's house journal (e.g. the *Regent Journal*); and the pensioners themselves are sometimes housed in specially built cottages such as Steel, Peech and Tozer provide at Brinsworth.

The Acton Society investigators looked at 55 companies, employing 10,000 or over, and just over half of them had flexible retirement policies. Since 1945, 35 of them had made no change in their policies, and systematic attempts to assess individual fitness were rare.

This slackness is not only bad human relations but, to my mind, bad business, because the looming retirement date creates anxiety which can reduce working efficiency up to 20 years before the separation; and the effect of such thoughtlessness could mean demoralization and the loss of good men.

The researchers state that between 1939-54, our dependent population was swollen by a million children and one-and-a-half million elderly people whilst the working population remained the same. According to a 1953 enquiry, six out of every 10 men reaching 65 chose to stay on at work; and employers also persist in ignoring this menacing fact. We have an ageing population not related to sound employment policies. The actuarial convenience of pension schemes and of salary scales—how many occupational schemes are non-transferable!—has become the enemy of such personnel policies.

Sorry tales

Several personnel managers told the Acton interviewers that they thought they ought to "get around to" retirement programmes, and others felt it would be an infringement of personal privacy. One firm actively discouraged women employees from identifying themselves with the company and, in several places, tapering-off (shorter working days for the last six months) was practised.

Company policies are either inadequate, or non-existent. This booklet concludes that the individual's needs are an adequate income for him to enjoy retirement, and pension rights which are retained on change of employment.

"Anything that promotes a flexible and dynamic interchange of workers at all ages and between both firms and industries has a good effect on productivity in general and so makes it easier for industry, and the nation, to support a decent income for employees on retirement. Again, the easier it is for the over-forties to move, the less rigid is the promotion structure".

Owing to their greater respect for diagnostic statistics, in America these issues have been more thoroughly explored, with the result that leading firms are experimenting with retirement schemes. Taking note of the increased life expectancy (which has gone up from 10 to 15 years during the past two decades for the 65-year old), and of the fact that age has little to do with capacity to work, the 65-mark becomes either an optional retirement date, or separation depends on a medical.

The argument against the check-up is that it is harsh to retire a man who knows he is going because his health is poor; and against optional departure, there is the fact that career structures must be maintained. The entire sequence of advancement and succession to which recruitment, training and expectations are geared can be blocked by unlimited options, especially at the top, to defer retirement.

Is it the employer's duty to train the employee for a new way of life? Or more pertinent, can we go on breeding organization men who are bound to be overwhelmed by a spent, dislocated, 'waiting to die' feeling on retirement? Welfare organizations have encouraged the sentimental, merely social recognition of long-service with pins of honour, watches and anniversary dinners. Would it not be more responsible of management to offer short-term contracts? A start could be made with organized counselling sessions. Incredibly, many firms still squander employee loyalty, experience, safety awareness and company 'know-how'.

Tell your managing director the truth —that he is wasting skills, throwing away what money cannot buy. And order a desk for Mr. Rehabilitation today!

---

* *'Retirement, A Study of Current Attitudes and Practices'. Published by the Acton Society Trust. Obtainable from Business Book Centre, 109-119 Waterloo Road, S.E.1. (5s. 6d. post paid.)*

Making iron is so easy— on the eye

by O. T. Curtis

Visual Aids

Expanding?

Here's know-how on tap

With films, Park Gate Iron and Steel Co. conquer training problems

This firm aims to step up its output to eight times the present figure inside three years. For their elaborate training schemes, Park Gate are drawing heavily on the Iron and Steel Federation's film library

A GIANT expansion scheme was recently announced by the Park Gate Iron and Steel Company of Rotherham. They employ some 4,700 and with a monthly output of 8,500 ingot tons could scarcely be classed among the steel giants. But now they are part of the Tube Investment group, and the new expansion programme provides for an increase of output to 875,000 tons by 1964 and an eventual annual output of 1¼ million ingot tons. These spectacular increases are to be obtained by adopting the latest steel-making techniques.

Obviously such changes will demand increases in staff and each will require some form of training and education to fit him into the organization. But the real significance of such a programme is that spectacular increases in output will be achieved by greatly increasing the ratio of capital equipment to labour and by adopting production methods and techniques made possible by significant research advances in the European steel industry since the war. In other words, Park Gate will be faced with a problem not only of inducting and training new staff, but of re-training many existing employees.

Presumably, in a £60 million expansion programme, the cost of a training scheme will be a minor financial item. But could such an organization create the training resources it needed from scratch, and achieve the production results it requires in the time allowed in the new programme? In the case of Park Gate, and indeed of any steel firm which is a member of the Iron and Steel Federation, this is purely a rhetorical question—and it is worth studying what co-operation between a well-organized central body and an individual firm in a large industry can achieve.

Park Gate are no newcomers to works training. They began their first scheme in 1857, and today have an elaborate training programme to cover most grades of staff. When I visited the Company recently, 400 employees were following courses of study at technical college, of whom about 360 were on day-release. A further 300 were attending lectures at the training centre in the company, following courses up to City and Guilds standard. Between 500 and 550 were following some sort of course from City and Guilds to university degree level.

The training officer was proud of the results to date of this policy. Of the male staff under 30 years of age, 30 per cent had Higher National certificate or above. Of those between 17 and 18 years, 70 per cent had a City and Guilds certificate or above. "If you have a training scheme", said the training officer, "it has got to succeed. Therefore any promotions should be made from within the organization from those with appropriate qualifications. This encourages your staff and also encourages new recruits to the organization."

Living proof

The substance in this claim is indicated by the fact that the chief metallurgist, the blast furnace manager, the assistant blast furnace manager, the deputy director of operational research, and the technical adviser in the steel-making section, all began as trainees and are still in their twenties.

There is a wide variety of training schemes. For instance, the apprentice draughtsman's training scheme, spread over five years, begins with a pre-apprenticeship course of 12 weeks and ends with two years in the drawing office (with appropriate day release for Ordinary National and Higher National). The course allows for day release for those students making satisfactory progress to study for membership of the Institution of Mechanical Engineers. At a different level, the Junior Operatives Course for 15-year-olds begins with two days induction and goes on to 3–4 months practical general plant training, five weeks full-time in the training centre, a further 6–7 months of practical plant training, and concluding with a half-day accident-prevention course. There are special courses for clerical staff, and for adult operatives in many grades.

Instruction in the modest training centre makes use of all appropriate visual aids. Demonstrations and models are used to the full, in the belief that a lively visual approach aids learning. Films and filmstrips, wall charts and diagrams all play their part. It is here that one sees the great benefit of a central organization which can provide facilities more readily and more abundantly than an individual firm. The British Iron and Steel Federation has both a central office and regional organizations through which the individual company can satisfy its needs—either by using existing material or by convincing the Federation that some item of equipment would be of value to many firms in the industry.

Consider the films provided by the Federation. Its well-produced catalogue lists over 100 films. The instructional films are intended primarily for training within the industry and deal with the manufacturing processes in the industry. **What goes into the blast furnace,** a 15-minute black-and-white study produced in 1952 dealing with raw materials, the preparation of iron ore,

the making of coke from coal, and the production of hot air for the blast furnace; **The Bessemer Converter,** produced in 1954; **The structure and properties of steel,** in three parts and produced in 1957.

There are also general films on the steelmaking industry and training films on such subjects as **Crane driving and slinging,** intended to be used as an introductory film on a training course for crane drivers; **Money and Steel,** outlining the financial structure of a typical company and explaining the difference between running costs, fixed assets, and depreciation. Finally, there are safety films which include **Hazard** (noted with approval before in these columns as probably the best industrial safety film ever made), and the American **Knowing's not enough,** which in some ways inspired the British masterpiece.

Needs in mind

These films are significant not only for their quality. They have been produced as part of a co-ordinated plan which takes into account the needs of the industry, the examination syllabuses, and the requirements of a training centre. They are not, of course, the only films produced by the steel industry. Many individual steel companies have sponsored films—and one can think of a long list, from Richard Thomas and Baldwins' **Pattern for Progress** made in 1956, (about the then new continuous hot-strip mill), to off-beat films like United Steel's **From Stone into Steel,** the glossy public relations film obviously made with an eye to Festival awards, and their earlier (and in the writer's opinion far more effective) film **Steel Town,** with its finely observed picture of a steelmaking community. There are also cartoons like **River of Steel** and **Earth is a battlefield.**

Producing training films for a whole industry raises some obvious problems. Practices differ from firm to firm—and it can be difficult to design a film to cater for general needs which carries conviction in every frame for the worker in one plant. As the steel industry becomes more concentrated and steelmaking tends to become a more closely integrated process, it may be that bridging this gap grows easier for the film producer. But one is always up against the human factor. At Park Gate, they commented on the way operatives spotted differences in practices and equipment in their own plant with those shown on the film ("They are only using two stoves—we use three").

Consultation between the film-makers and the Federation, between instructors and workers in individual firms helps to avoid some of the impediments to learning which can be inadvertently incorporated in a film or other visual aid. My visit to Park Gate coincided with a study being made, in the training department, of the script for a new film providing an introduction to steelmaking. The film-maker can run into unsuspected difficulties with any technical subject, as is illustrated by one example given me at Rotherham: "The script says here 'in which you turn iron into steel', but this is wrong. It should be 'in which iron is converted into steel'." Consultation of this kind not only helps make better films, but it also makes people more aware of the value and significance of the film medium.

At Park Gate they claimed to "make terrific use of film" and in addition to regular borrowing from the Federation, they carried their own stock of films which were in regular use. They make use too of many slides and had a stock of 680. These they prefer to filmstrip, as being more flexible and adaptable to the individual requirements of the lecturer. ("You can 'perm' slides.") They possess copies of every filmstrip made by the Federation but one had the impression that these were less frequently used.

Not their strong suit

There was no evidence at Park Gate of the latest Federation venture—talkie filmstrips. These are no new idea, but it is characteristic of the Federation's education policy that they should try to adapt a proved technique to their own specific needs. In this case, one cannot call the results a great success. Filmstrip-making is a trap for the unwary, and talkie-strips provide further snares. The Federation covers subjects such as **The scrap-bay foreman, The foreman and the head roller** and **A reasonable man**—all designed for use in supervisory training, to foster discussion on aspects of human relations. Seeing these strips and listening to the recorded commentary provoked a lot of thought about the basic requirements for a successful aid of this kind. Whereas many of the talkie-strips of the Industrial Welfare Society, for example, have been notably successful, the Federation's products carried little conviction.

There appear to be three main reasons for this. The first was the failure to make characters and situations identifiable swiftly, and one was quickly lost in a whirl of names and a succession of faces on the screen. The second was the failure to achieve a proper balance between narrative and dialogue. Finally, and most serious, was the failure to think out the essentials of the problem beforehand so that a situation could be presented which led up to one major provocative question.

Family store

These case-studies are supposedly based on incidents which really happened. One gets the impression that the facts of such situations were never clearly resolved, and that the sort of detailed consultation which precedes the production of training films was lacking when these talkie-strips were made.

But this only emphasizes the remarkable results of close co-operation between a central Federation and an individual company. The onlooker, outside the steel industry, tends only to see and think of the giant organization; and it is true that the large capacity firm dominates the industry. Yet in steelmaking today there are still small units, some employing only a few hundred men. Thanks to the Federation, they have access not only to charts, slides, filmstrips and films, but to technical advice, the loan of film projectors and other equipment, and the educational research resources which a specialized department can deploy. The big firm enjoys whatever of these services it may wish to use and in return can provide the Federation with those facilities without which visual aids of real significance cannot be produced.

This is a reciprocal relationship, a logical extension of specialization and an intelligent use of resources which can help a company like Park Gate with all the resources of a £60 million development programme; can assist its 4,700 employees adapt themselves to the changing needs of their company; and help train the further 2,500 who will swell the payroll to change an annual output from some 100,000 ingot tons to 1,500,000 ingot tons.

Discussion Leader

How to grow supervisors

I HAVE received a letter (page 11) which crystallizes many of the points we have been considering in the last few months. The writer is a superintendent of a new plant in which a new process is being developed. He began two years ago with four people on his staff: now he controls 40 people with the aid of three foremen and his department is scheduled to increase even more rapidly this year.

I am sure we can all sympathize with his difficulty in training supervisors to make independent decisions. Developing subordinates is one of the trickiest functions a manager has to perform. I wonder if some of you can advise this manager on the approach he might follow—remembering that, in his set-up, he is working against time?

The experience of another plant superintendent in charge of 385 men may be helpful here. He set out to train his foremen to run their own sections for themselves. He exchanged his office for a larger room furnished only with a conference table. He used this room as his headquarters, telling the foremen that he was available there to be consulted and to give advice; but the final decision was to be theirs alone. For a considerable time, foremen did not like this arrangement. They were used to obeying orders and felt uncomfortable in their new rôle. But the plant superintendent persevered.

He discussed problems with them, never criticizing or arguing, but concentrating on helping them to see the problem for themselves. Sometimes he contributed technical knowledge, sometimes he acted as a channel for passing on company policy. As a result, all the foremen began to grow and mature. As one foreman put it: "Here I go—I ask a question and answer it myself". One foreman, in particular, who had been sulky and unco-operative became "articulate and sound thinking".

One way to develop foremen is evidently to be prepared to spend time with them. Instead of giving the quick order which may mean that the thinking has been done for the foremen, the manager must sometimes take the apparently slower route of thinking a problem out with his subordinate. After several sessions of this kind, the foreman will begin to learn the thought processes which go into making sound decisions, and will gain confidence to make his own.

This does not mean that the manager should throw his foreman into the deep end and expect him to swim. The other day, for example, I heard a newly appointed works manager giving a talk to his superintendents and foremen. I shuddered with something like horror when I heard him say: "This management wants you to be truly in charge of your own departments. If you take a decision, we will stand by you—I will not let you down in front of your men". I could not help speculating on the thorny road this manager was preparing for himself. What was he going to do, for example, when one of his foremen made a likely mistake and dismissed a man without due cause?

The principle of giving support and trusting subordinates, is sound, but the way of carrying out this principle is all important. If this manager had said to his foremen: "I will back you up in your decisions provided you discuss the difficult ones with me first", he would have been on sound ground. The discussions would have developed the foremen's skills and would have provided the works manager with the necessary machinery for checking the rightness of the decisions being made.

A further necessary step to take, in my view, would be to back up such a statement with an adequate number of *written* statements of company policy to serve as a guide to foremen. In particular, a policy laying down conditions for terminating employment is admittedly difficult to devise (particularly, if stated in the precise terms which alone will prove really useful); but once it is written and approved by everyone, including the appropriate unions, the foremen know in advance what steps they can take in this most crucial field. I have met so many foremen who feel frustrated and worried in their work as managers of people because they do not know when or how to dismiss unsatisfactory workers. Uncertain of their position and authority, they put up with passengers on their staff, fearing that if they do make a disciplinary move of any kind, their superiors will reverse their decision and make them appear foolish.

All his own work

This leads us to consider another aspect of developing foremen, that of delegating authority. People grow by doing. A manager who wishes to have responsible subordinates must delegate actual responsibilities to them. People will bring real enthusiasm and energy to a job only if they see it as their own. There is a story told about an artist who was employed to do a mural for a new office building. The chief executive took him down to show him the walls and they discussed the technicalities of size and position for some time. Then the artist said: "What subject would you like it to be?" The executive replied: "That is entirely left to you". The artist looked incredulous and then said with great enthusiasm, "I'll give you the best piece of work of my life"!

His reactions show that this was a successful piece of delegation in one sense but one cannot help wondering how that chief executive, if at all set in his artistic ideas, might have reacted when presented with a finished mural in the style of some modern paintings! Although this delegation of authority created enthusiasm and the will to work, perhaps it was also too dangerous in giving too little direction and too wide a scope to the subordinate.

Ask the right questions and—

A TOPP JOB FOR YOU

by Owen Lloyd

"DO you like your job here, young man?" demanded a self-made businessman. "Oh yes, sir," whimpered his office-boy. "Then you're fired! No ambition!" I usually like to remind personnel managers of this incident when they talk to me about security of employment and the aimlessness of many people—especially the young—currently seeking jobs.

But only recently it came to me as I read through a financial statement circulated by Thomas Hedley & Co. Ltd., producers of detergents, soaps, edible fats and commercial breaks. It concluded: "... we will do our best to see that Hedley people of the necessary character, capability and training are available and ready to recognize (the opportunities of the future) and use them year by year".

Apparently when you join this vast organization you are not just taking on an ordinary job; you are getting ready to seize opportunities to get on: is that the idea? Indeed, because the same financial statement also pointed out, in its earlier passages, that: "While by no means every man sees himself as a pioneer or future managing director, given the proper climate for it to flourish, there is the right sort of aspiration in most employees."

All very well; but how do you let the worker know about these ladders that are being set up for his benefit? How do you create "the proper climate"? The Hedley method is to communicate policies and plans to hourly-paid workers in a variety of ways. One of these is a complete series of induction booklets—nine in all—starting with *Hedley and I* through to *Guaranteed Employment*.

Channel two

The titles are self-explanatory; they may even be accused of being uninspired. What is exciting is the concept of their publication—the plan which makes them something much more worthwhile than a simple information system. They have been issued to supplement what Hedley consider to be the most important method of communication between management and

Ambition and participation in the business are stimulated by Hedley's induction booklets, giving employees basic facts and suggesting ladders for promotion

hourly-paid workers—face-to-face communication. They are not just a packaged hand-out to give employees "some idea of what we do here."

If this had been a kind of blanket introduction to the Company, the first volume—35 pages of *Hedley and I*—would have been sufficient. It contains adequate details of policy, products, pay, promotion, safety, holidays, training—the gamut of "good things to know about". In a way, this first booklet is what many firms would regard as an excellent beginning to anyone's work with a firm.

Multi-booster

Hedley have said to themselves that this is not enough, in these words: "In one short booklet it is not possible to fit in everything that will help you as a Hedley employee." Therefore, probably like a few other companies, they went on to produce the other eight booklets that go to make up this remarkable series.

At this stage we might have expected them to decide that now was the time to draw the process to a close. Such a decision would have left Hedley standing alongside a number of other firms who appear to classify such a handbook in the same category as a clock number: you get it when you join, it stays with you while you remain, but it serves no creative purpose. This is not the intention for Hedley, as it is part of a planned communications scheme designed to create the right climate in which workers at the lowest end of the scale feel inclined to climb higher.

Just as the first and introductory booklet emphasized that it was not possible for the whole story to be encompassed in so short a space, similarly this feeling of deliberate incompleteness persists throughout the series. Many details are given; many questions are answered in an especially readable form. Take *Safety and I*: this is accepted as laying down all safety rules for the organization. In fact, the cover is detachable as a form which certifies that the departmental and safety managers have tested and passed an employee's knowledge of general regulations. Yet the bait—or is it a warning?—comes at the end of the pamphlet: "If you are in any doubts about safety on the job ask your manager for guidance". One whole page is devoted to this "passe partout".

Group Life Assurance and I begins: "This booklet will tell me most of what I want to know. For further information I can refer to my Department Manager". If a Hedley employee wants more details about his time-bonus, he is invited to "ask your Department Manager to explain them". Departmental management and the personnel department are continually drawn to an employee's attention in this manner, as guides to his future and to his immediate questions.

So it is that the Hedley management sow the first seeds of inquisitiveness in the minds of their employees—in the minds of their hourly-paid employees. In essence, they are drawing the employees closer inside the Company by a simple process of creating an urgent desire for information.

Having provided certain basic information in the form of answers to questions they predict that any employee would naturally ask, they have, as a further stage, initiated a whole new set of questions which are quite unpredictable. This new advance is tied to one obvious factor which many employers appear to have neglected in planning an induction programme: that while individual employees are developing, the business itself is probably expanding or changing at an even faster pace. In such circumstances, it is hard to imagine how any management can consider that it can transmit once-and-for-all details to its employees, just when they enter the firm?

Lasting value

It is in this sense that the Hedley programme of written information becomes a valuable supplement—but only a supplement—to the whole system of communications. There is no better way of supplying individual workers with information than by enabling them to establish direct, spoken contact with their managers. Only in this way is it possible to ensure that the information they obtain is accurate and up-to-date. Again, merely because of printing intervals, it is a thankless task attempting to keep printed matter abreast of live events.

By encouraging employees to ask as many questions as possible, the management of Hedley is also easing its task of assessing those workers who are of the right calibre for promotion through the organization. The Company clearly subscribes to the opinion that the thinking man is the inquisitive man: the thinking man will also be of value to the Company, providing that he complies with all other requirements. But do we usually expect to find such men among the hourly-paid workers in a manufacturing plant? Others may not, but Hedley do, because they create them. A look at the top management file will test their success quantitatively. All top management come from within, because that is the sole line of promotion; and 40 per cent of these top men in this leading firm have climbed from either hourly or weekly-paid jobs.

End products

The 'feel' of this Company, as transmitted through their entire communications system, is one of participation at all levels. Here is not the customary lip-service, but a serious endeavour by a firm to involve its employees in the day-to-day business of manufacture. It is not a pipe-dream which the Hedley organization believes in without positive results. They have astounding records to their credit: extremely low labour-turnover, a viable bonus system, rock-bottom accident frequency rates, and a steady flow of men who are given 'training' which enables them to fulfil their aspirations.

While others are struggling to find the road to happier worker/management relationships, it is refreshing to discover at least one company that has achieved this condition and, at the same time, which has made its answer a firm foundation for unfaltering management succession.

QUOTE

Every employee is appraised periodically by the next two levels of management immediately above him

ALL OFFICES and FACTORIES need

A SKILLED CATERING SERVICE

or

AUTOMATIC VENDING MACHINES

or

BOTH

PM

BAC

PETER MERCHANT LIMITED
The largest industrial catering organisation in the country.
5 Tilney Street, London, W.1
Telephone: WELbeck 8311

BRITISH AUTOMATIC CO. LTD.
The largest automatic vending organisation in the country.
14 Appold Street, London, E.C.2
Telephone: BIShopsgate 8176

RIGHT SIDE OF THE LAW
by COUNSEL

Where the factory ends

IF something is placed for processing in a machine, which should be 'securely fenced' under *Section 14* of the Factories Act, and that something causes an injury, can it be said to be part of the machine? This was the interesting question that (said the judge) might not previously have been considered by a court in a reported case: the question arose in *Eaves v. Morris Motors Ltd.*

The plaintiff, Eaves, was doing piecework on the night shift. His job was to mill bolt heads on a Cincinnati horizontal milling machine which had a traversing table. The action of this table was to move forward and then back carrying a vice block. The operation was for the operator to insert two bolts vertically in this block which could be tightened up by means of a nut. He then started the traverse by a lever in front of the machine. The forward movement of the table carried the bolts under cutting wheels which were guarded. These rotated and milled the heads of the bolts as they passed underneath. The table then automatically came back and stopped.

Hard at it

Eaves could do about 3,000 bolts during his shift but he had to work quickly to maintain his piece-work earning rate. The accident was caused in the following manner. The traversing table had come back to rest. Eaves had loosened the nut used for tightening the vice block with a spanner and had placed his fingers on the two bolts. His next action would have been, as usual, to take them out vertically and throw them into the completed component tin.

Suddenly, to his surprise, the table and block started to move forward again. He hastily whipped his fingers away lest they should be drawn under the cutting wheels. In doing so he cut his left finger on the burr of one of the bolt heads. In spite of his care, sepsis unfortunately set in and Eaves eventually lost the finger.

The judge said that the problem before the court was an easy one: it was to decide whether or not this block, with the bolts standing up in it, was a part of the machinery—whether one had to regard the bolts in the block, standing as they did at the material moment, as part of the block for the relevant purposes. There was no doubt that the block was, at the material moment, a moving part of the machinery. He could not believe it would be right to take the view that the bolts were not part of the block. If the block itself had had a sharp edge, which had cut the plaintiff's finger in going forward, it would have been a moving part of dangerous machinery. It was a dangerous part of the machinery when it moved because it carried the bolts with it. There was, therefore, decided the judge, a breach of *Section 14(1)* causing the injury. He awarded Eaves a total sum, including special damages, of £1,851 10s. 2d.

Turning from machinery to the factory itself, the question 'Is a pump-house part of a factory?' came up for consideration recently, *Longhurst v. Guildford, Godalming and District Water Board*. The facts were somewhat macabre. Longhurst was an engine driver at the Board's pumping station, which consisted of two buildings, a filter-house and a pump-house.

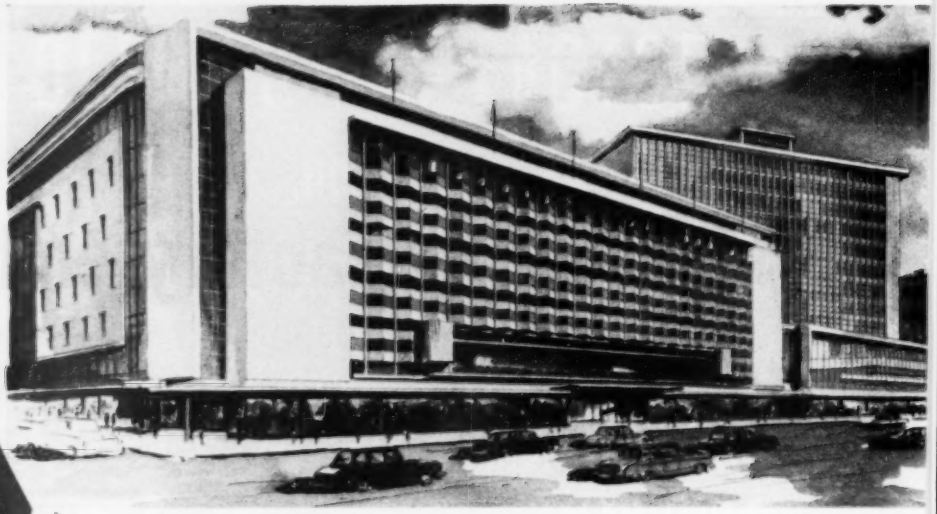
The plaintiff was alone in the pump-house on a Saturday, which was his day for cleaning the machinery and the guard rails. To do this he wore gauntlets. He was an experienced man who had worked at this particular station for seven years.

On that Saturday evening, the wife of the alternate engine driver telephoned the pump-house to ask Longhurst to bring back her husband's shaving equipment. In all, she telephoned three times without reply and then, wisely, informed the Board's superintendent. Longhurst was found practically unconscious, lying over the guard rails. His right hand was completely mangled. Subsequently, his right arm had to be amputated just below the shoulder.

Not covered

The Court of Appeal, considering the matter, agreed that the Board had not been negligent at Common Law. Had there been a breach of the Factories Act in regard to the fencing of the pumping machinery? That posed the question, was the pump-house a factory? This, said the court, meant consideration of *Section 151* of the Act defining a factory. The definition might include these premises because it covered premises where an 'article' was 'altered'. It was agreed that water might be 'altered' in the filter-house, although it was argued that water was not an 'article'.

The court expressed some uncertainty on this point. One member said definitely that, in his opinion, the word 'article' was not appropriate to water in this instance. He did not agree that all commodities, in all states, were articles. However, the court did not decide this. They declared that, while the filter-house might be a factory, the pump-house definitely was not. Putting water under pressure and pumping it (as it was pumped) was not a factory process at all—it was mere distribution. Accordingly, the unfortunate plaintiff's case failed.



Satisfaction does not come on Fridays

by Peter Wright

For catering staff at Rackhams store, the pay-packet is only part of the glamour

SUCCESS stories in the field of staff relations and welfare have a habit of taking time to develop. "It's too soon to tell", is the common response to a request for positive results from any plan: even after two years, many firms are reluctant to claim success.

Caution, although laudable, can sometimes represent stagnation, especially when viewed against a setting of burning excitement such as I recently experienced in a sparkling new Birmingham store. In design, pace of construction, fittings, furnishings and merchandise, Rackhams—projected by Harrods and completed by the House of Fraser—is plush to a degree and already enjoys a European reputation. Ask any director, buyer, manager and he will whoop with delight at his palace and its potential.

But this is not an achievement in staff welfare. Visit the sixth floor and you will find Mr. John Arnott, Rackhams' restaurants manager: ask him what is. The 'Lilac Tree' is an unqualified success as a public restaurant serving a 7s. 6d. *table d'hôte* or *à la carte* meals; the 'Gay Tray' is bulging with trade; the first-floor coffee bar serves 170 people an hour. Then there is the staff restaurant: and Mr. Arnott will find it hard to refrain from telling how satisfaction abounds.

Efficiency, service, welfare or training: they all have the Rackhams touch rarely found in other industrial or commercial welfare backwoods. Only eight weeks before I visited the store, they had taken on 150 catering staff —supervisors, chefs, kitchen hands, waitresses, butchers, bakers—in 10 days. Turnover? "Twelve in two

months, although we were prepared for a 50 per cent wastage at first", says Mr. Arnott. "That is the real success story".

"We use our supervisors to ensure that all staff are properly occupied". Not a perpetual chasing of people from one end of the kitchen or dining-room to the other, the Rackhams plan is to ensure their full-employment at all times. Similarly, with the equipment, Mr. Arnott is at pains to make sure that full and proper use is made of the lavish kitchen fittings and apparatus which serves all three restaurants.

With the problem of serving some 800 employees with mid-morning and afternoon refreshment and with lunch—with between 30 and 40 newcomers signing-on every Monday morning—the restaurants manager is rightly proud that his servery was in action only four days after the contractors handed over the shell.

But what do employees get for their money? "We do not aim to provide a complete, set meal". With wages in the store ranging upwards from £3 a week, it has been found more practical to grade the available meals to suit all pockets—and the bottom of some. Egg and chips for 1s. 2d., or steak for 2s. 2d.: it is all there—soup for 6d., tea for 3d. and coffee for 5d. Sweets, too, of course. "Eighty per cent of the store's staff use the restaurant . . . and I do not find many telltale sandwich bags after lunch".

Since the restaurant is designed to seat only a few more than 250 people at one time, staggered lunch-hours, starting at 30-minute intervals, have had to be imposed. This has also meant stretching the lunch period over 2½ hours, from 11.30 until 2 o'clock. In some works it has been known for such an arrangement to mean that kitchen staff never have a real break. The Arnott way, three-quarters of an hour on either side of lunch are set aside exclusively for two halves of the catering staff. "We thereby ensure that they benefit from a first-class feeding service as well".

Steady weather

A remark as seemingly plain as this hides a wealth of practical human relations. One needs to probe only a little deeper to reveal other facets of restaurant and kitchen morale-boosting at Rackhams. "Many catering experts imagine that to keep your staff, you have only to pay more than the next man and then ask them to work harder". Mr. Arnott freely admits that this was his working philosophy in his earlier days in the hotel industry. Now he will have none of it. Working conditions must present a favourable climate for canteen workers ("After all, feeding was the first welfare service"), just as much as for those who use the canteen.

Fringe gains

Mr. Arnott tells the story of 'Chef' who came from 18 years' service with one hotel where he worked evenings, holidays and 50 weeks a year. And where he was laughed down by the management when he asked for more time off. After three weeks with Rackhams, he learned, with all other full-time employees, that an over-all revision of working conditions now gave him a third week's holiday in the Spring. He was also eligible for the company's contributory pension scheme, plus the benefits of staying in the graduated State scheme. So, although 'only a caterer', he shares security and consideration with everyone else in the store. His story could probably be paralleled by many others in Mr. Arnott's department.

The actual physical conditions inside the kitchen are also considered from the viewpoint of what effect they have on those working there. Again, Rackhams refuse to submit to low standards which, in other establishments, are glossed over as 'unavoidable hazards of the trade'. For example, noise-reduction probably receives little or no attention in the vast majority of kitchens, especially if they have a non-industrial outlet. Mr. Arnott has his eye to combating the clatter in his own restaurants. Wooden trays, common though by no means universally accepted, have become standard equipment; and the management were foresighted enough to have acoustic ceilings fitted throughout the store. Now under review is the problem of unwanted sound created by dropping cleaned cutlery on to the draining and drying stands. Mr. Arnott will soon experiment with laminated materials such as Formica in a serious attempt to reduce the wearing effects of noise from this particular source.

Just as the staff restaurant caters for a full range of pockets when compiling menus, so it has a broad view for the staffing pattern. Senior members among the kitchen workers have necessarily been recruited from men with wide experience in the catering industry: Chef and his two sous-chefs represent this level. More advanced in years, yet lacking experience, Mr. Arnott's cleaning and washing-up staff are old-age pensioners working half-day shifts. Lower down the scale, beyond the ordinary servery hands and waitress class, there are 18 catering apprentices for whom the prospects weigh even more advantageously than the first-class working conditions.

These boys—the first batch of what will eventually expand into a steady flow—are entered on either a three- or a five-year training programme. The choice, which comes only after a satisfactory probationary period lasting three months—depends upon the boy's age on entry: an 18-year-old would naturally resent the fuller course which would make him 23 years old before he qualified.

For their enthusiasm, these 18 youngsters are given time off to attend day-release courses at local colleges. To supplement such training, they pass through virtually every section of the Rackhams catering set-up: butcher's shop, bakery and pastry section, servery and food-store, plus a certain amount of time at the coffee bar. The numbers presently engaged on apprenticeships will eventually emerge as fully-trained caterers who, in turn, will supervise more trainees in the store.

Set for tomorrow

With experience of catering for 'Lilac Tree', 'Gay Tray' and staff restaurant customers, it is hard to imagine that they could receive better training anywhere else. Mr. Arnott's enthusiasm for the scheme can be measured by his pleasure at being allowed to enrol one apprentice for each trained man in his department.

For anyone who regards this set-up's glamour as a façade erected by the management, let him do what I did on the way out. I showed a sales girl a beautifully produced brochure distributed to attract customers. The restaurants are recommended to the public in glowing terms: what are staff reactions? "That's nice; but we get just as good in our own restaurant, and it's cheaper. You should try it!"

CATERING *right* ACROSS BRITAIN

★ DAILY SUPERVISION
★ PERSONAL CONTROL
★ STAFF ★ EQUIPMENT ★ LAYOUTS
★ 250 FIRMS ALREADY SERVED

Are you **sure** *that your canteen cost and service are as satisfactory as they might be?*

We shall be pleased to advise you free of charge and without obligation.

MIDLAND COUNTIES INDUSTRIAL CATERING COMPANY · LIMITED

HEAD OFFICE: 1197 BRISTOL ROAD SOUTH, BIRMINGHAM, 31. Phone: PRIory 1123-6

AREA OFFICE: 45 JUNCTION ROAD, LEICESTER. Phone: 56574-5.

and numerous local offices

L.G.B.

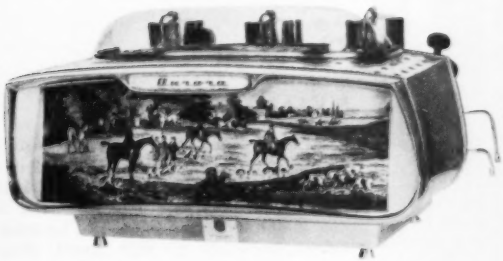
Preview of Birmingham Catering Exhibition

WE have chosen, for this advance 'viewing', a few exhibits which will certainly appeal to visitors attending the third Hoteliers, Caterers and Catering Equipment Exhibition, to be held at Bingley Hall from February 15–24.

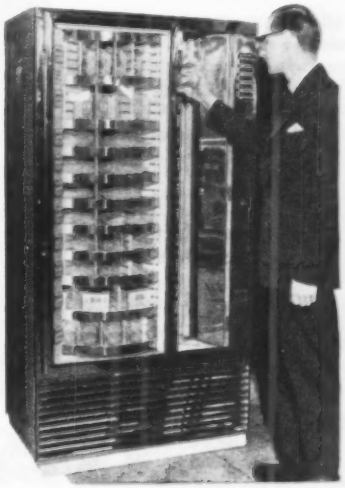
Table linen, floral decorations, tea and coffee machines, game, fruit and vegetables will be on the stands. The more widespread adoption of automatic vending machines for industrial catering will also be reflected at the Exhibition.

The Ditchburn 'Minispa' can serve fifty people with four drinks a day without refilling

Mono disposable cups are appreciated, quite apart from vending machines: they are hygienic as well as labour-saving



Fully automatic or lever models of this Espresso coffee machine would be popular in many offices



A bottle or a dinner plate and up to twelve different items, heated or refrigerated, can be obtained from this new Automat machine

"REVVI"
WALL WASHING MACHINE
Saves Time and Money

★ **Makes cleaning a joy**

★ **Improves working conditions**

★ **Stimulates 'good housekeeping'**

★ **Raises employee morale**

Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more 'bucket and sponge' work. The new versatile 'Fluibrush' included as standard equipment with price unchanged.

PRICE COMPLETE £55

For further details write or phone:

REVVI Ltd., 459 GREEN LANES, PALMERS GREEN, LONDON, N.13
Tel: PAL 3763

EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● **EFFICIENCY** ● **WELFARE** ● **OFFICE AIDS** ● **SAFETY**

● **CLEANING** ● **HEALTH** ● **VENDING**

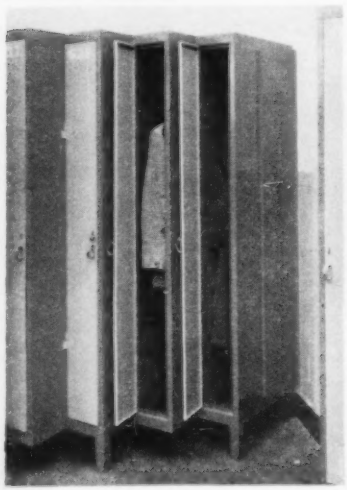
For more details, USE COLOURED FORM AT BACK

Welfare

STAGGERING LOCKERS

AS a result of the work of an operation research team in a firm employing more than 3,500 personnel, a new method of arranging lockers has been devised which reduces the ratio of space devoted to securing employees' clothes to production space.

The system, known as an *échelon* arrangement, is said to reclaim much of the lost factory space without sacrificing the facilities for the workers. But, apart from this economy, other advantages have arisen from the 'staggering' of individual lockers. For example, it is stated that a larger locker can be provided for each individual which also permits the provision of a coat-hanger instead of a peg. Better ventilation and drying has been observed, and provision has been made for connecting the lockers to the factory ventilation system.



Easy access is constant, even during rush-hours: the échelon design allows for door-opening within overall locker depth, thus giving maximum accessibility. It is also noted that such a system can make use of otherwise unsuitable sites for lockers such as alcoves, recesses and particularly small spaces.

Complete security and protection of employees' clothing is facilitated by these staggered, self-contained units.

Enquiry Ref. No. W2/1

Cleaning

BUFFABLE EMULSION

SAFE for all types of thermoplastic, vinyl, asphalt, rubber and linoleum floors, for terrazzo and marble as well as for sealed wood and cork floors, a new buffable emulsion is said to meet all requirements of high speed, deep gloss cleaning, safety and maintenance.

With no spirit solvents, it is applied to a clean surface which can be walked on in 15–20 minutes. Within 24 hours, this emulsion is said to produce a fully water-resistant surface that cannot be penetrated by dirt or spillages even when foot traffic is heavy and weather conditions are bad. Dirt remains on the surface and can be cleaned off simply by a damp mopping.

(*continued on page* 38)

A yawn like this . . . adds to your overheads!

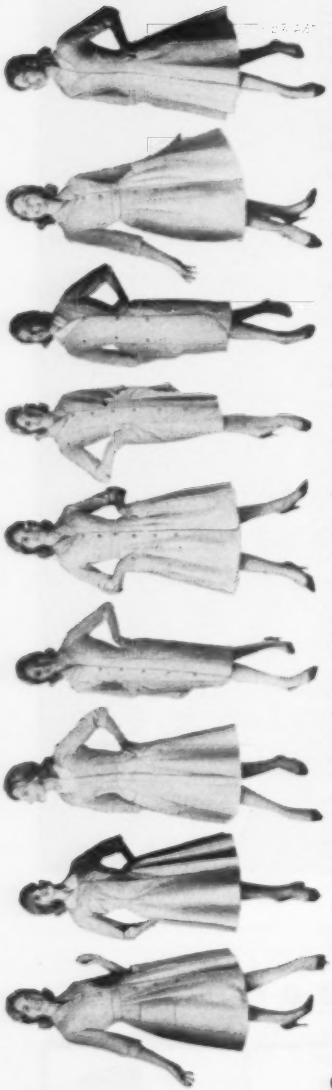
When a yawn like this engulfs a subordinate's face, you know you are paying good money for sleep-working. But don't blame your staff. Blame the seating. Bad seating sets up muscular strains, nerve tensions and harmful pressures on the respiratory and circulatory systems. The result: that familiar, not-quite-up-to-par feeling that slows down the works. Sensible seating is good business. TAN-SAD seating is sensible because it's scientific. Treat yourself and your staff to TAN-SAD seating and reap measurable rewards in greater output, livelier brains.

FREE — a booklet that tells you all about TAN-SAD scientific seating. Just attach this coupon to your signed letterhead and mail it to

TAN-SAD CHAIR CO. (1937) LTD.
Lincoln House, 296/302 High Holborn,
London, W.C.1. *Chancery 9231/7*

MODEL V.14

TAN-SAD



★ New illustrated Brochure free on request ★

EVE NYLON OVERALLS BRING GLAMOUR AND COLOUR TO YOUR WORK-A-DAY WORLD

created by

Pantyfe LIMITED

24 RUPERT ST · PICCADILLY · LONDON W.1

REGent 0317

'The overall you can't buy anywhere'

For more details, complete coloured form at back

After a damp mopping the floor dries shining without further application of emulsion. For a really deep shine, further burnishing is possible with an electric polisher or a specially weighted brush made by the manufacturers of the emulsion. A polisher is all that is needed for removing rubber marks.

One gallon of emulsion (28*s.*) will cover a properly sealed area of 4,000–5,000 sq. ft. A small saving can be made by taking 5-gallon quantities at £6 10*s.*

Enquiry Ref. No. C2/1

Vending

CONSOLE RANGE

MANUFACTURED under licence from America, the *National* range of vending machines presently comprises three console models for selling cigarettes, pastries and confectionery. All three machines have matching cabinets, with external measurements of 54 x 34½ x 15½ in. deep.

The confectionery model is a 10-column machine with a capacity of 20 shelves in each column, as standard. Variations giving either 14 shelves per column or 24 shelves, if desired, are available.

The pastry model has five columns with similar standard and variable capacities. In common with the confectionery machine, it has a coin-mechanism for taking sixpences and shillings.

The cigarette machine will accommodate 726 standard packets in its 22 columns, although this capacity can be increased by about 12½ per cent if smaller packets are sold. The coin-mechanism will accept sixpences, shillings and two-shilling pieces, plus one or two odd pennies. Modifications can be made if this year's Budget should alter the price of cigarettes.

Enquiry Ref. No. V2/1

SHAPES NO PROBLEM

COMPLETE plate meals (wide and shallow) and bottled drinks (tall and narrow) can be served from one automatic vending machine—the *Automat 400*.

Suitable for industries where it is uneconomic to have a works canteen, this multi-purpose unit occupies only 6½ sq. ft. of floor area and provides an attractive, sales-provoking sight with its

(*Continued on page 40*)

METROPOLITAN COLLEGE

Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

Send today for free prospectus, mentioning exam, or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30 Queen Victoria Street, London, E.C.4).

ST ALBANS

You can't afford to miss this important Exhibition; most of the leading manufacturers are showing their products.

* *Apply for your TICKETS NOW!*

HOTELIERS, CATERERS & CATERING EQUIPMENT

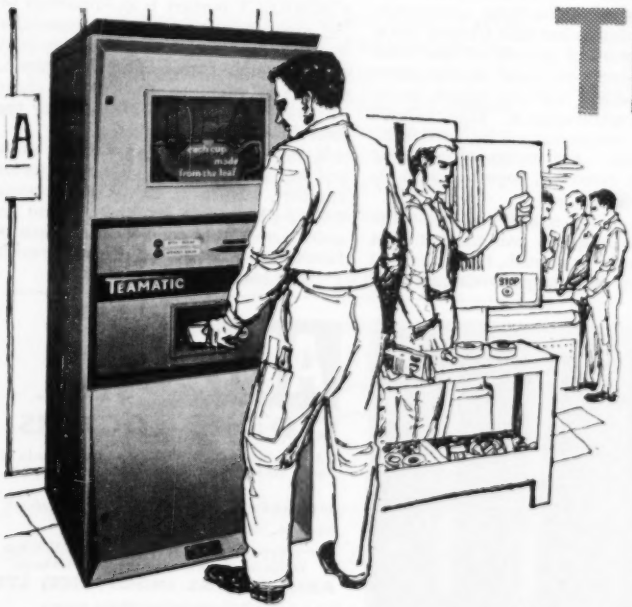
EXHIBITION

BINGLEY HALL
BIRMINGHAM

FEB. 15th–24th 1961
FROM 2 p.m. - 8 p.m. DAILY

*Apply: **W. G. APPLEYARD,**
71, Broad Street,
Birmingham, 15.
MIDland 8073.

TEAMATIC



fresh tea constantly!

Tea is ready anytime with Teamatic on the factory floor – nearly twice the capacity of other tea machines. And this is not "just any" tea! Every worker gets a cup that is individually made from leaf tea with boiling water, fresh refrigerated milk and sugar added to taste. There is no better way to keep morale and production high than by offering "refreshment-on-the-job". Basic ingredients cost only ¼d. per cup, including Barber's, Lipton's or Twining's tea. Simple to fill and keep hygienically clean. Coin and cup mechanisms as desired. Immediate purchase or attractive rent and maintenance terms available. Send for detailed information on this unique machine by *Rank Precision Industries.*

MACHINE ECONOMY LTD

(Dept. PM4) Teamatic House, 154 Shepherds Bush Road London W6. Tel: RIVerside 3267/8

"Wheelers of Plaistow"

specialists in the manufacture of

OVERALLS

for

MEN

and

WOMEN

in every Trade

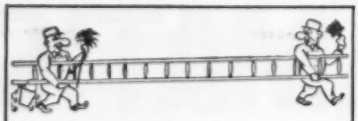
The "VOLE" Brand DIGNIFIES THE JOB

H. WHEELER & CO. LTD.

Overall Clothing Manufacturers

107 LONDON RD., PLAISTOW, E.13

Telephone: GRAngewood 4071



FEBRUARY

The shortest month of the year, so this gives you even less time to plan and organise exterior and interior cleaning of your factory workshops and offices. Telephone now to receive full details of these unique cleaning services.

- Degreasing of floor surfaces.
- Cleaning inaccessible ledges.
- Wall surfaces and distemper.
- Woodwork, exterior stone.
- Glass roofs and windows.
- Wall paper and ceilings.
- Floor sanding.
- Carpets.
- Daily office cleaning.

AND ALL PAINTING AND REDECORATING

STRAND CLEANING SERVICES LTD.

85 Gordon Rd., London, S.E.15
Tel. : NEW CROSS 9800-1

For more details, complete coloured form at back

mirror-finish and stainless steel frontage.

It will dispense up to 420 different items, comprised of 12 various selections. A flexible arrangement of compartments enables spaces to be added or subtracted to make 6, 12, 18, 24 or 36 segments per drum. Each drum can be moved up or down—or removed altogether—to accommodate different shapes and sizes of article to be vended.

The *Automat 400* can be supplied as a standard model, with heating or with refrigeration equipment where required.

Enquiry Ref. No. V2/2

Office Aids

NEW ANGLE ON FILING

EIGHT positive advantages are claimed for the *Tipdex* filing cabinet. Primarily it saves valuable office space, measuring no more than 19 in. when fully opened. Heavy drawers do not have to be pulled out one after the other when trying to locate particular information; visibility is 100 per. cent when all drawers are extended.

The smooth operation will naturally recommend this system to most office personnel; and the elimination of stooping or excessive reaching commends itself. The design has also allowed for a constant centre of gravity so that even if all drawers are open at the same time the cabinet will not topple on to the person working at it. This 'safety' feature is complemented by a 'health' consideration: the noise of opening drawers is removed, together with its harmful effects.

From a maintenance viewpoint the *Tipdex* has much to commend it. Not only is it easy to consult, there are also no working parts to go wrong, to need

replacing or to cause irritation and strains upon working relations inside the office.

Inclusive of purchase tax the cabinet (54 x 33 x 13 in.) is priced at £18 13*s.* 6*d.*

Enquiry Ref. No. O2/1

LOOK AFTER VISITORS

CORRECT posture is as important to visitors as it is to staff—especially if the callers are liable to become part of your work force. For this reason, we draw attention to a new chair suitable for waiting rooms and for the interview office.

It is available with or without arms and has a rolled front-edge for greater comfort. Since it retails at between £9-£12 (depending on whether you require arms), this good-looking piece of furniture, so conducive to good health,

(*continued on page* 42)

ABIX STEEL CLOTHES LOCKERS

All-steel construction Single Units or banks of two, three, or four. Stove-enamelled green. Lock and Die-cast handles.

Supplied in single, double, three-tier or four-tier. Size of Single Unit 72" High 12" Wide 15" and 12" Deep

Write for illustrated catalogue P.M.4 to :—

ABIX (METAL INDUSTRIES) LTD.

Steel Equipment for Office & Factory

POOL ROAD, WEST MOLESEY, SURREY

Phone: Molesey 4361/3 Grams: ABIX, East Molesey

Also manufacturers of Cycle Stands, Adjustable Steel Shelving, Partitioning.

Muzak

puts music to work for a better working day

Can music ease tension and fatigue, relieve boredom and monotony, cut down lateness and absenteeism? Can music increase efficiency, improve concentration and raise productivity? *Music by Muzak can.*

Muzak—scientifically-planned music service for offices and factories

Muzak is music scientifically-planned to create better working conditions without offering distraction or entertainment. The music is carefully selected to counteract the periods of tension and fatigue that make up the pattern of the working day. Separate, non-repetitive programmes cope with the special problems of the office and the factory.

FULLY AUTOMATIC TRANSMISSION

Music is piped to subscribers' premises from a central studio, through a GPO telephone line. Skilfully-sited hi-fi low-volume speakers relay the programme. Muzak needs no attention whatsoever.

Find out more about this technique of good management. Contact :

PLANNED MUSIC LIMITED
Regent House, 235 Regent St., London, W.1

tea breaks without breakages

Try Mono disposable cups in the new plastic material for your works canteen and tea trolley rounds. You'll find they save production time and speed service. Always hygienic, completely odourless, no cracks to harbour germs, they please staff and management alike. Mono cups are made in a variety of sizes, printed or plain. Write for samples and prices.

for hot or cold drinks

MONO PLASTIC CUPS

MONO CONTAINERS LTD · CUMBERLAND AVENUE
PARK ROYAL · LONDON · N.W.10 *Tel:- ELGar 4044*

BEACON

These "dip and dry" coats are a perfect combination of smartness, economy and long wear. No laundry problems, no ironing, and they keep their fresh daintiness throughout their long life. Available in a range of 11 colours.

Enquiries to DEPT. P.M.I.

STYLE QUALITY LONG LIFE NON-IRON

WOOD HARRIS & CO. LTD. HALIFAX
Phone HALIFAX 67211

For more details, complete coloured form at back

should equally find its way into not a few industrial and commercial medical reception rooms.

Enquiry Ref. No. O2/2

Efficiency

PLAIN-PAPER COPYING

ENTITLED *New Efficiency in Engineering Drawing Reproduction*, a new four-page leaflet explains the unitized microfilm system for reproducing engineering documents and plans.

It demonstrates how the drawings are microfilmed, mounted in specially-apertured punched cards, sorted, stored and xerographically reproduced. It is claimed that by using this system 100,000 drawings can be housed in the space occupied by a desk. Added to this, any drawing can be enlarged again on to ordinary plain paper in a matter of seconds.

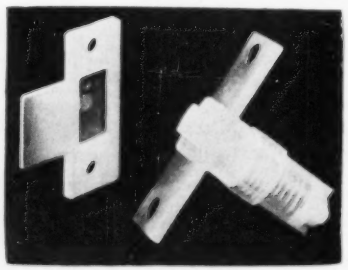
The automatic features of this system, apart from the actual reproduction process, extend to the elimination of accidental duplication of work that has already been done. There is no need to rely on memory or any form of personal record.

Enquiry Ref. No. E2/1

THRESHOLD NOISE

WHILST it is difficult to separate the advantages of a new form of door catch which claims to be rust-free and needs no lubrication, the weight of recommendation for the *Map-Catch* must surely lie in the fact that it completely eliminates the aggravating rattle which often adds the last decibel to create unwanted noise.

Suitable for any interior door, the



Map-Catch is made from moulded Ralsin, a shock-resistant material new to the architectural market yet already well-used and tested in many engineering

(*Continued on page 44*)

MOP BOY

ROLLER WRINGER BUCKET

Powerful wringing action by means of foot pedal
Much quicker than usual methods
Mops last much longer, no twisting, no tearing
Hands do not touch cleaning fluid
No stooping, squeezing, less fatigue
Long rollers take any size mop

POWELL & CO. Dept. P.M.M.
BURRY PORT, CARMS., SOUTH WALES

Burry Port 284/6

DOES THIS MAN WORK FOR YOU?

Perhaps you are in authority over men with 'dirty' jobs — whose grimy hands don't respond to mere soap and water. They will appreciate your wisdom in specifying WIMZO non-abrasive antiseptic jellied cleanser for the quick removal of paint, grease, tar, wax, rubber compounds, dyes and *all* ingrained dirt from hands. WIMZO is saving time and money everywhere.

Used by the Coal, Gas and Electricity Boards, The Admiralty, Richard Thomas and Baldwin, etc.

Wimzo

cleans hands *in a jiffy!*

For **BULK PRICES** and **FREE SAMPLES** write to: **WIMSOL LTD. KEIGHLEY, YORKSHIRE**

IN BULK OR IN HANDY TUBES

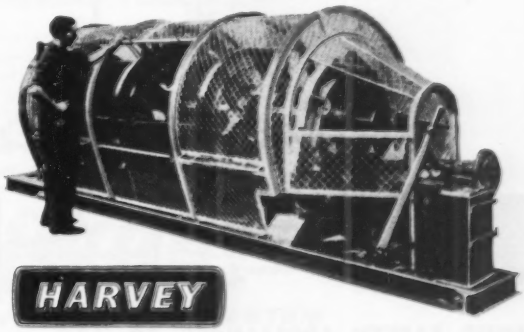
SENSIBLE SAFETY

Everybody understands why dangerous animals have to be kept behind bars, and so instances of people being injured by caged wild animals are fortunately rare.
Moving machinery and tools can also inflict serious injury, and it is no less important that these, too, should be securely guarded and fenced.

For sensible safety—insist on

'HARCO' MACHINERY GUARDS

'Harco' Machinery Guards are purpose made for every type of machinery, and are constructed to afford complete protection without interfering with efficient operation. They are strongly made from stout wire mesh to withstand vibration and rough treatment, and all 'Harco' Guards fully conform to Factory Act requirements. The complete Harvey service covers advice, design and installation, and List No. 996 shows many types already supplied.



HARVEY

G. A. HARVEY & CO. (LONDON) LIMITED
Woolwich Road, London, S.E.7. GREenwich 3232 (22 lines)
WW/3

For more details, complete coloured form at back

components such as gears, discs, bearings and brushes.

Both the roller catch and the striker plate are made from this same material which, although light in weight, has a particularly high resistance to abrasion. The device is fitted quite easily, and thereafter doors in their shut position offer no movement whatsoever. Should there be a particularly large gap between the striker plate and the door-edge, the *Ralsin* roller can be let out by adjusting a strong spring.

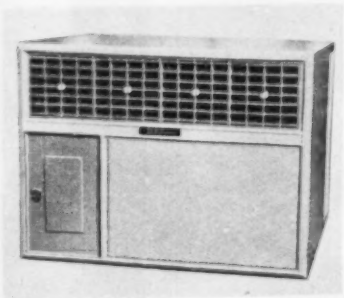
Complete with screws, the *Map-Catch* retails at 3*s*. 6½*d*.

Enquiry Ref. No. E2/2

Air Conditioning

COMPLETE SERVICE

OPERATING in the Greater London area only, since the beginning of this year, *Cleanaire Services* should be sure of a warm welcome by many firms. What they have to offer is a complete air-conditioning system (temperature, humidity and fresh-air control) without capital expenditure.



Units are installed on a full rental/maintenance basis, which includes a regular visit from *Cleanaire Services'* staff to clean and check the filters that extract dust particles from the air. So, responsibility as well as capital expenditure is removed from the customer's shoulders.

Rental charges will naturally vary according to the space requiring to be treated. However, the service claims to be able to offer air-conditioning for a room of 2,000–2,500 cu. ft. for as little as 18*s*. a week. Surveys and recommendations are part of the service.

Our photograph shows a typical air-conditioning unit now used by this service. The majority of them are window-mounted and would not look unsightly in offices, workshops, waiting-rooms or canteens.

It is understood that, although this service is at present confined to Greater London, it is hoped to extend it later in the year.

Enquiry Ref. No. A2/1

The value readers place on this Equipment Market is clear from the flood of enquiries reaching the PERSONNEL MANAGEMENT AND METHODS Reader Service Department soon after an issue appears. Only new products qualify for inclusion in this section of the journal; and this selected display is appreciated. We invite firms to submit details of suitable products for this guide to safer and better working in industry.

MSA

General Purpose Goggle
Visor Goggle
Welder's Goggle
Supergard Faceshield

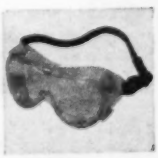
Spectacle Goggle
Flexifit Plastic Goggle
Flexiweld Goggle
Wiremesh Faceshield

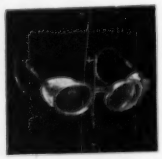
Plastic Overclip
Grinder's Goggle
Eye and Face Shields
Safeseal Goggle

Eye Protection
MSA got you covered

However specialised the eye Protection needs of your workers—MSA can provide the answer. From a simple plastic spectacle overclip to a fully protective faceshield, the full range is available from MSA. Box-type goggles, industrial spectacles, single piece plastic goggles, there's a model that has been designed specially for your employees. MSA Eye Protection is made to comply with relevant British Standards at favourable prices—and with prompt delivery.

Please send for more details and illustrated brochures





Send for the MSA man*

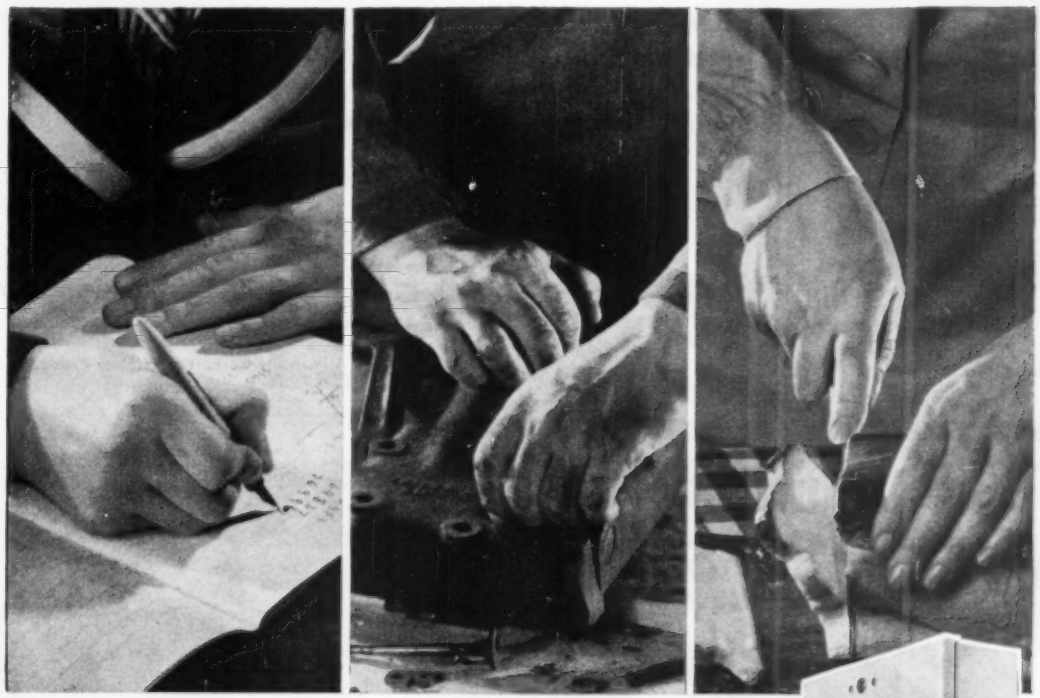
Safety and Welfare Officers are invited to call in their MSA Sales Engineer on Eye Protection problems and also discuss other equipment made to combat accidents in Industry.
Representatives in London, Birmingham, Manchester, Newcastle, Belfast and Glasgow.
(*Trade Mark)

MINE SAFETY APPLIANCES CO. LTD.
QUEENSLIE INDUSTRIAL ESTATE, GLASGOW, E.3

Telephone : Shettleston 3421/6. Telegrams : Minsaf, Glasgow

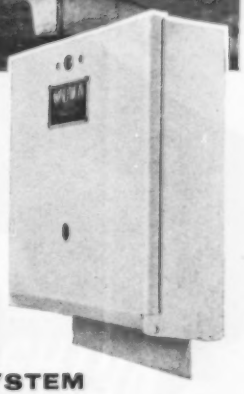
EP/2

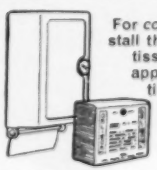
HANDS NEED INDIVIDUAL PROTECTION



Hands filling exercise books; hands moving goods off the assembly lines; hands serving canteen meals in offices, factories and schools — useful, busy hands. But hands can be infection carriers too.

The only way to make sure of absolute hygiene is to install ONLIWON, the *paper* towel system which gives each pair of hands individual protection. One person — one towel. That's how ONLIWON safeguards staff. ONLIWON towels consist of superfine tissue, strong, yet absorbent — pleasant to handle. They cut down costs too — for the ONLIWON system gives you 150 towels at a time. There are no laundry bills, no maintenance costs. Each ONLIWON cabinet is made of steel, has no moving parts to go wrong. Literature and samples sent free on request.





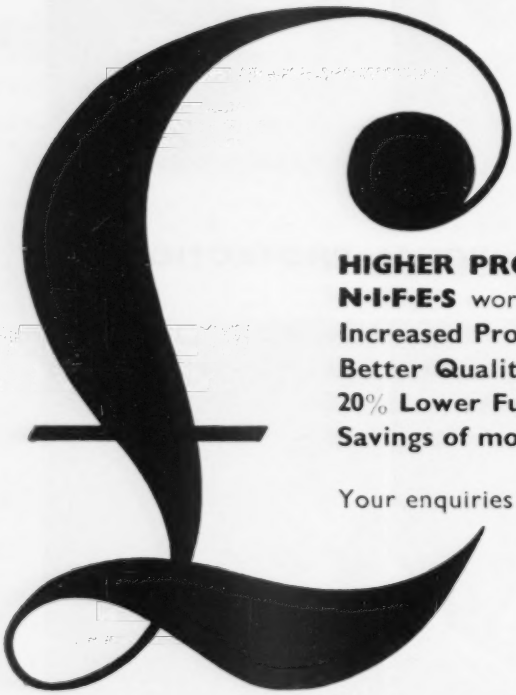
For *complete* hygiene, install the ONLIWON toilet tissue system too (760 approx. sheets of pure tissue held in a locking, pilfer-proof cabinet with refill indicator).

ONLIWON

PAPER TOWEL CABINET SYSTEM

the only sure way to washroom hygiene

Bronco Ltd., Hackney Wick, London, E.9. Telephone Amherst 4777 (6 lines)



HIGHER PRODUCTIVITY is the key to lower prices.
N·I·F·E·S work for more than 5,000 firms has resulted in:—
Increased Production
Better Quality Products
20% Lower Fuel Bills
Savings of more than £10,000,000

Your enquiries are invited . . . .

N·I·F·E·S
National Industrial Fuel Efficiency Service
71 Grosvenor Street London W1
Telephone: Hyde Park 9706

British Industry's Ally in the Pursuit of Higher Productivity

B.I.F. SENSATIONAL NU-LITE SOLING

Safety Footwear with lightness, flexibility and extra comfort.

Boot comfort with lightness, flexibility and resilience.
Soles resistant to vegetable oils and mineral oils, alkalis and various acids.
Reduced fatigue reduces accident proneness.

SAFETY FOOTWEAR
TOSAVA'S

Only obtainable from:
BRIGGS INDUSTRIAL FOOTWEAR LTD., 17-23 Dover Street, Leicester. Telephone: Leicester 26471.

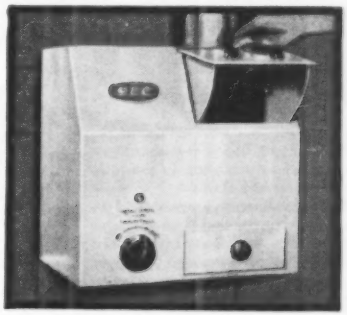
Women will be quick
to notice—and appreciate—a **SANFIRE**
the sanitary incinerator by G.E.C.

- Safe, dependable, hygienic
- Easy-to-clean enamel
- Simple to use
- Long lasting—guaranteed 12 months

◀ FOR LARGER PREMISES . . . SANFIRE MAJOR Pedestal unit, with foot control, suitable for 50–150 women. £49.15.0

FOR SMALL–MEDIUM SIZED PREMISES ▶ . . . SANFIRE MINOR Neat white and black wall-mounted unit, suitable for up to 50 women. £27.

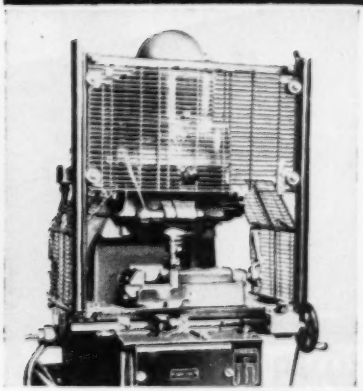
FINANCE FOR RE-EQUIPMENT
Send for details of the new G.E.C. Extended Credit Plan which earns profits while you pay.



G.E.C.

Write for leaflets Nos. HO 1952 and HO 4283 to the Industrial Heating Division of
THE GENERAL ELECTRIC CO LTD MAGNET HOUSE KINGSWAY LONDON WC2

SAFE FACTORIES MEAN HAPPY HOMES



Broughton Interlock Milling Machine Guards

Illustration shows a Guard fitted to a Vertical Milling Machine and so arranged that until the Guard is completely closed, the machine cannot be set in motion. Alternatively, any attempt to open the Guard immediately stops the machine.

Please write for illustrated leaflet.

With **SAFEGUARDS BY BROUGHTON**

J. BROUGHTON & SON (ENGINEERS) LTD.

SECURITY WORKS, KINGS NORTON FACTORY CENTRE, BIRMINGHAM 30 *Telephone* KINGS NORTON 3305/6/7

DUST IS DANGEROUS!

protect your workers from respiratory irritations and complaints cheaply and efficiently with

MARTINDALE PROTECTIVE MASKS

You can protect your workers against the effects of dust pollution of the atmosphere in your factory or workshop by providing Martindale Protective Masks.

The Mask which is readily acceptable by the worker, is of featherweight construction (less than ¼ oz.), fits closely and comfortably without restricting natural breathing, and is approved and widely prescribed by doctors.

Martindale Masks are supplied with easily renewable Filter Pads, and their low cost is soon reimbursed by extra working efficiency and lower absence through illness. Write for details or send 3/3 for sample Mask and Filter Pads.

Protect the eyes too

Shield your workers' eyes from flying particles by providing Martindale Eye Protectors. These clip straight on to the Masks—no extra head bands need to be worn. For extra protection against dust provide Martindale Goggles and Eye shields.

MARTINDALE ELECTRIC CO. LTD., 63 WESTMORLAND ROAD, LONDON, N.W.9
Tel.: COLindale 8642

CONSULT NEW WELBECK for expert advice on ALL Cleaning and Maintenance problems

A wide range of versatile and adaptable equipment is available to solve all cleaning problems in industry and commerce.

A Duplex model in use at Vauxhall Motors Ltd.

By appointment to H.M. The Queen Suppliers of Vacuum Cleaners

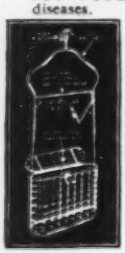
Write for further information or free demonstration, entirely without obligation, to Dept. 3.

NEW WELBECK LIMITED

HEAD OFFICE & WORKS:
Moulsecoomb Way, Brighton 7, Sussex. Brighton 61666 (PBX)
Branches in London, Birmingham, Manchester, Scotland and Eire

...and here I recommend the SIEBER *CLOAKROOM because it is wasteful to spend more only to get less, when for less you can get more.*

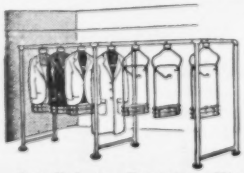
- Saving of valuable floor space.
- Neat and compact storage of all wearing apparel.
- Thorough airing and drying of rain-soaked garments, reduces absenteeism, due to colds, etc.
- Maximum hygiene; as neither dust, dirt nor musty odours can cause a breeding ground for vermin or infectious diseases.
- No costly repair and maintenance charges.
- Low cost proves an investment, not an expense.
- The "SIEBER" Hanger System fully meets New Factory Act



"Pilferproof" Locking Basket Hanger.

Simple to install in new or existing buildings.

Pilferproof Locking Basket and other types of Hangers supplied.



Installed in Factories, Warehouses, Offices, Swimming Baths.

Write for literature and details of our Free Planning Service.

SIEBER **AIR-DRY Hanger Equipment**

James Sieber Eqpt. Co. Ltd., 72 Africa Hse. Kingsway London, W.C.2. Tel: HOLborn 4531 & 5121

PEEL'S
Sectional buildings quickest up! longest up!

- Easy to erect
- New timber throughout
- Extensive range of standard designs
- Individually designed if required
- Free delivery within 200 miles radius

Send today for PEEL'S comprehensive catalogue and price list, or ask for representative to call.

PEEL'S Sectional BUILDINGS

H. PEEL LTD.
(Dept. P.H.M.), Hearclough Works, Wakefield Road, Sowerby Bridge, Yorkshire,
Tel: Halifax 81211

Let the picture tell the story

ALDIS

VISUAL AID
PROJECTORS

FROM ALL GOOD PHOTO SHOPS

The Aldis 300 shows film strips and 2" × 2" colour slides, giving a brilliantly illuminated picture 5 feet wide at a distance of only 12 feet. It is very simple to use
Aldis 300 with 8.5 cm. f/2.5 anastigmat lens and slide carrier.
PRICE £16. 16. 0.
Lamp £1.14.3. Filmstrip carrier £3.10.0
Other models from £9.18.6.

Send for leaflet and name of nearest Stockist to Sole Wholesale Distributors
NEVILLE BROWN & CO. LTD., 77 NEWMAN ST., LONDON, W.1.

Busy Hands need Swarfega

ANTISEPTIC HAND CLEANSER —SATISFACTORILY SOLVES MANAGEMENT AND WELFARE WORRIES

REMOVES PRINTERS INK · PAINT · OIL · GREASE · TAR · DYES · RUBBER COMPOUNDS & INGRAINED GRIME

SWARFEGA is the easiest way of providing clean, germ free hands and costs only a penny per man/week. Efficient dispensers prevent waste and ensure economy.

AWARDED THE CERTIFICATE OF THE ROYAL INSTITUTE OF PUBLIC HEALTH AND HYGIENE

Obtainable everywhere

Deb

DEB CHEMICAL PROPRIETARIES LIMITED
FORFAR WORKS · GELPER · DERBYS.

TO WORK .. *in Safety!*

Specify

'EVERTRUSTY'

PROTECTIVE CLOTHING and INDUSTRIAL GLOVES
Obtainable ONLY from

WALLACH BROS. LTD.
Specialists in Industrial Safety
For over 70 Years
EVERTRUSTY

49, TABERNACLE STREET, LONDON, E.C.2
Tel: CLErkenwell 1448-9. Grams: Hammerman Ave., London

Members of the Royal Society for the Prevention of Accidents

PROTECTIVE KEY DESIGN

One of the many exclusive features of the Blick Watchman's Clock System is the design of the station keys.
Used in conjunction with the special calibrated paper charts, these keys control the maximum speed at which patrols can be done efficiently: any tendency to exceed the controlled speed is instantly visible on the stamped record.

ONLY THE BLICK WATCHMAN'S CLOCK SYSTEM HAS BUILT-IN SECURITY

BLICK TIME RECORDERS LIMITED
96-100 Aldersgate Street, London, E.C.1. Tel: MONarch 6256

MANAGEMENT DIARY FOR MARCH

BURTON MANOR (Wirral, Cheshire)

5-10 Women supervisors: will introduce students who have control of other people in industry to the principles of communication and self-expression and the elements of psychology. Practical sessions and lectures in economics, trade union organization and practice, plus case-study work and group projects.

INDUSTRIAL WELFARE SOCIETY

Non-residential courses, conferences and meetings at Robert Hyde House

2-3 Receptionists
7-10 Basics of personnel administration
14-15 Course for catering officers and others responsible for industrial catering services
14-15 Personal secretaries: a refresher course for those in secretarial positions, or for people about to assume such duties
16 Manual lifting and handling
16-17 Visual aids: their application as training and communication aids in industry
22-23 Office executives and company secretaries
23 'New Thinking' luncheon
24 Industrial films
27-28 Industry and the community: based on the findings of the recent IWS survey
28-29 Factory cleanliness.

Meetings outside London

1 **Birmingham.** Retail conference
15 **Manchester.** Sales executives—communications
22 **Glasgow.** Industrial health.

Residential courses

6-10 **Lilleshall Hall, Shropshire.** Manual lifting and handling, instructors' course
20-24 **Harrogate.** Foremen's training course
20-24 **Brighton.** Course for catering supervisors.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Week-end residential courses in England
First Series

3-5 **Droitwich.** Practice of supervisory management: exchange of experience and ideas about the task of being responsible for the work of others. Course designed to convey what the supervisor must know about management
17-19 **Scarborough.** Human relations: special consideration of the problems in human relationships which every supervisor must be able to solve
17-19 **Buxton.** Foremen and cost reduction: leads to an understanding of how shop expenditures are classified and controlled, thus helping to create cost-consciousness in foremen
24-26 **Buxton.** Work study: thorough introduction to techniques of motion study, time study—illustrated with ciné films and exercises in job analysis and effort-rating.

Second Series

3-5 **Buxton.** Incentives, merit-rating and job-evaluation: direct follow-up to course on work study (see above), to examine in detail, various methods of evaluating and rewarding workpeople
3-5 **Bournemouth.** Weighing-up people and jobs: recapitulation of the plan for assessing abilities introduced in the course on human relations (see above), followed by a number of practical exercises
3-5 **Leamington Spa.** Profits, prices and productivity: to help foremen understand the current economic situation and how it affects profits.

Week-end residential courses in Scotland
First Series

10-12 **Troon.** Work study: thorough introduction to the topic.

Second Series

24-26 **Troon.** Practice of communication: syndicate exercises to give supervisors opportunity of thinking about the basic skills called for in getting new ideas launched in a manufacturing company.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

6-10 Introductory course: rationale of systematic assessment and selection procedures. Reviews various means employed to obtain information about requirements of jobs and to assess people in the light of demands made by jobs. Intended as a qualifying course for those who propose to attend other courses in the Institute's programme
13-24 Interviewing: development of skill with particular attention to selection interviews. Other forms of interviews are discussed for promotion, grievances and termination of employment.

ROFFEY PARK INSTITUTE

6-10 Human relations: introduction to principles underlying satisfactory human relations in commerce and industry; and the application of these principles to the practical problems of management. Intended chiefly for men and women in middle management positions, although might well be of use to graduate management-trainees.

SUNDRIDGE PARK MANAGEMENT CENTRE (Bromley, Kent)

5-24 Measurements for management: intended primarily for those in top management who are involved in the direction of an entire manufacturing and marketing operation. Examination of latest knowledge of management practices and the interchange experience of general topics: finance and the economic use of capital; sales and marketing; production planning and control; personnel aspects. Specialist techniques (operational research, work study, etc.) are given weight during the course.

URCHFONT MANOR (Devizes, Wilts)

6-11 Human factor in production: designed for foremen and other factory supervisors, including discussion on the working group, function of trade unions, finance and production, the economic background and the relationship between supervision and the personnel department. Case-studies should enable members to exchange views on practical matters
13-18 Thinking, speaking and writing: how to carry on a reasoned argument; how to communicate effectively. Also makes practical suggestions about improving performance and confidence during committee work.

CLASSIFIED ADVERTISEMENT

AUTOMAT VENDING machines have 3 years' unconditional guarantee. All types for all trades. For sale, hire or rental. 100 per cent service After Sale Plan. Automat Ltd., 173 Elmers End Road, Beckenham, Kent. BECKENHAM 8282 (5 lines).

Patent applied for

IMPROVE YOUR STAFF'S WELFARE WITH

SPACE-SAVING **multilok** EQUIPMENT

Write to INDUSTRIAL ASSOCIATES LTD *of*
64-66 Oxford St., LONDON, W.1. Tel: LANGHAM 4847
or to the MANUFACTURERS
OOSTWOUD FABRIEKEN N.V., UTRECHT (Holland)

Vol. 27. No. 249. Printed for the Proprietors, Shaw Publishing Co. Ltd., *registered office: 180 Fleet Street, London, E.C.4, England (Waterloo 3388),* *by* **Samuel Temple & Co. Ltd., Vencourt Place, King Street, London, W.6.**

FURTHER ENQUIRIES. If a colleague has already used the reader service form, write to the Reader Service Department, Personnel Management and Methods, Mercury House, 109-119 Waterloo Road, London, S.E.1, (or phone Waterloo 3388, ext. 216), quoting the reference number of the product enquired for.

FOLD AND TEAR OFF HERE

Personnel Management & Methods

FREE READER SERVICE

Use this reply-paid form to obtain more details on any product or service described in the editorial pages of PERSONNEL MANAGEMENT AND METHODS.

Insert the reference numbers

Ref.....	**Ref**.....	**Ref**.....
Ref.....	**Ref**.....	**Ref**.....
Ref.....	**Ref**.....	**Ref**.....
Ref.....	**Ref**.....	**Ref**.....

Any other enquiries or remarks re P.M.&M... .....

.....

.....

Your Name.....
PLEASE USE BLOCK LETTERS

Position.....

Company Name .....

Address.....

.....

.....

Industry or Product.....

Approx. Total of Employees

Less than 100 ☐
100 to 500 ☐
More than 500 ☐
tick appropriate square

2-61

A FULLY COMPLETED FORM HELPS US TO GIVE YOU A BETTER SERVICE

FOLD AND TUCK IN

FIRST FOLD

SECOND FOLD

Postage will be paid by Licensee

No Postage Stamp necessary if posted in Great Britain or Northern Ireland

BUSINESS REPLY CARD
Licence No. K.E. 1731

"**Personnel Management & Methods,**"
Reader Service Department
Mercury House, 109-119 Waterloo Road,
London, S.E.1.

FOLD AND TEAR OFF HERE

FURTHER ENQUIRIES. If a colleague has already used the reader service form, write to the Reader Service Department,

Personnel Management and Methods, Mercury House, 109-119 Waterloo Road, London, S.E.1 (or phone Waterloo 3388, ext. 216) quoting the reference number of the product enquired fo

CLASSIFIED GUIDE TO EQUIPMENT & SERVICES

CATERING EQUIPMENT & SERVICES
G. F. E. Bartlett & Sons Ltd., 15
Dawson Bros. Ltd., 17
Hoteliers, Caterers & Catering Equipment Exhibition, 39
Kennett Price Markers Ltd., *inside back cover*
Midland Counties Industrial Catering Co. Ltd., 34
Mono Containers Ltd., 41
Peter Merchant Ltd., 30

CLEANING
New Welbeck Ltd., 48
Powell & Co., 42
Revvi Ltd., 36
Strand Cleaning Services Ltd., 40

EFFICIENCY AIDS
Blick Time Recorders Ltd., 49 *and inside back cover*
National Industrial Fuel Efficiency Service, 46

EMPLOYMENT SERVICES
Appointments Vacant, 2 *and* 4
Phoenix Employment Agency Ltd., 6

FURNITURE
Tan-Sad Chair Co. (1931) Ltd., 37

HEALTH
Scientific Pharmacals Ltd., 4

HYGIENE
Bronco Ltd., 45
Deb Chemical Proprietaries Ltd., 49

Alexander Duckham Ltd., 16
General Electric Co. Ltd., 47
Southalls (Birmingham) Ltd., 8
Wimsol Ltd., 43

LOCKERS & CLOAKROOM EQUIPMENT
Abix Metal Industries Ltd., 40
James Sieber Equipment Co. Ltd., 48
Oostwoud Fabrieken, 50

OVERALLS & PROTECTIVE CLOTHING
Angus Jowett & Co. Ltd., 18
Pantyfe Ltd., 38
Wallach Bros. Ltd., 49
H. Wheeler & Co. Ltd., 40
Wood Harris & Co. Ltd., 42

SAFETY EQUIPMENT
Briggs Industrial Footwear Ltd., 46
J. Broughton & Sons (Engineers) Ltd., 47
G. A. Harvey & Co. (London) Ltd., 43
Martindale Electric Co. Ltd., 48
Mine Safety Appliances Ltd., 44
Northide Ltd., 3
Wilkins & Denton Ltd., *inside front cover*

TRAINING COURSES
Metropolitan College, 38

TRAVEL
Shaws Travel Bureau, 14

VENDING EQUIPMENT
British Automatic Co. Ltd., 19
Gloster Equipment Ltd., 12
Machine Economy Ltd., 39

VISUAL AIDS
Neville Brown & Co. Ltd., 49

WELFARE FACILITIES
Payne & Son (Butchers) Ltd., 10
H. Peel Ltd., 48
Planned Music Ltd., 41
Stocking Club, 5

◀ **For more details (addresses and catalogues), please USE COLOURED FORM opposite, giving name only of manufacturer in whom you are interested.**

THIS MONTH'S ADVERTISERS

Abix Metal Industries Ltd., 40
Appointments Vacant, 2 *and* **4**

Bartlett, G. F. E., & Sons Ltd., 15
Blick Time Recorders Ltd., 49 *and inside back cover*
Briggs Industrial Footwear Ltd., 46
British Automatic Co. Ltd., 19
Bronco Ltd., 45
Broughton, J., & Sons (Engineers) Ltd., 47

Classified Advertisements, 50

Dawson Bros. Ltd., 17
Deb Chemical Proprietaries Ltd., 49
Duckham, Alexander, Ltd., 16

Gas Council, *back cover*
General Electric Co. Ltd., 47
Gloster Equipment Ltd., 12

Harvey, G. A., & Co. (London) Ltd., 43
Hoteliers, Caterers and Catering Equipment Exhibition, 39

James Sieber Equipment Co. Ltd., 48
Jowett, Angus, & Co. Ltd., 18

Kennett Price Markers Ltd., *inside back cover*

Machine Economy Ltd., 39
Martindale Electric Co. Ltd., 48
Merchant, Peter Ltd., 30
Metropolitan College, 38
Midland Counties Industrial Catering Co. Ltd., 34
Mine Safety Appliances Ltd., 44
Mono Containers Ltd., 41

National Industrial Fuel Efficiency Service, 46
Neville Brown & Co. Ltd., 49
New Welbeck Ltd., 48
Northide Ltd., 3

Oostwoud Fabrieken, 50

Pantyfe Ltd., 38
Payne & Sons (Butchers) Ltd., 10
Peel, H., Ltd., 48
Phoenix Employment Agency Ltd., 6
Planned Music Ltd., 41
Powell & Co., 42

Revvi Ltd., 36

Scientific Pharmacals Ltd., 4
Shaws Travel Bureau, 14
Southalls (Birmingham) Ltd., 8
Stocking Club, 5
Strand Cleaning Services Ltd., 40

Tan-Sad Chair Co. (1931) Ltd., 37

Wallach Bros. Ltd., 49
Wheeler, H., & Co. Ltd., 40
Wilkins & Denton Ltd., *inside front cover*
Wimsol Ltd., 43
Wood Harris & Co. Ltd., 42

FULLY AUTOMATIC
with
TWO COLOUR PRINTING
and
BUILT-IN PROGRAMME UNIT

Attractive rental terms can be arranged, if desired.

BLICK

RAPIDPRINT
BLICK TIME RECORDERS LTD
96-100 Aldersgate Street, London, E.C.1.
'Phone: MONarch 6256.

Aluminium framed ½" thick, faced with interlocking plastic strip, lapped to grip beautiful white plastic letters and numerals. Simply clip them in. *Choice of 3 Board sizes: 2' x 2' 6"; 2' x 1' 6"; 1' x 1' 6" from 52/6. (Other sizes by quotation.) 6 sets each of up to 462 numerals and 561 letter in sectioned boxes, from 25/6d. and 29/6d. respectively. Board headings free or by arrangement.* ***Send for leaflet and free sample parts.***

INTERCHANGEABLE

NOTICE BOARDS
KENNETT *PRICE MARKERS*
EASTGATE STREET · WINCHESTER · HANTS

it's his future...

...backed by MR. THERM who Burns to Serve health always...

D.4/2

...in all ways. Today, new therapeutic equipment and vaccines — what of tomorrow? He will grow up with Mr. Therm, for each advance made by Doctors, Surgeons and Biochemists will be helped by the unceasing research of the Gas Industry. Clean air from smokeless coke and gas and the provision of inexpensive, instantaneous hot water in promoting clean food are two of its results — the supply of raw materials for drug manufacture is yet another. Through the twelve Area Gas Boards, the Gas Industry offers an unrivalled free advisory service on fuel to the Medical Profession.

Write or 'phone your problem to your Gas Board NOW

ISSUED BY THE GAS COUNCIL